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AGENDA

Special Council Meeting to be held
at Darebin Civic Centre,
350 High Street Preston
on Monday, 8 May 2017
at 5.00pm.

Public question time will
commence shortly after 5.00pm.



ACKNOWLEDGEMENT OF DAREBIN'S ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITY

**(Council adopted this Acknowledgment on 1 July 2013 in order
to confirm the commitment of Council to the process of
Reconciliation)**

Darebin City Council acknowledges the Wurundjeri people and the Kulin Nations as the traditional landowners and the historical and contemporary custodians of the land on which the City of Darebin and surrounding municipalities are located.

Council recognises, and pays tribute to, the diversity of Darebin's Aboriginal and Torres Strait Islander community, valuing the unique and important role Aboriginal and Torres Strait Islander community members play in progressing reconciliation, respect and the building of mutual understanding across the City, amongst its people, and in the achievement of shared aspirations. Council recognises and pays tribute to, and celebrates, Darebin's long standing Aboriginal and Torres Strait Islander culture and heritage.



Italian

Questo è l'ordine del giorno della riunione del Consiglio Comunale di Darebin per la data che compare sulla prima pagina di questo documento. Se desiderate informazioni in lingua italiana sugli argomenti dell'ordine del giorno, siete pregati di chiamare la Linea Telefonica Multilingue del Comune al 8470 8888.

Greek

Αυτή είναι η ημερήσια διάταξη για τη συνεδρίαση του Δημοτικού Συμβουλίου Darebin, για την ημερομηνία που φαίνεται στο εξώφυλλο αυτού του εγγράφου. Αν θα θέλατε πληροφορίες στα Ελληνικά σχετικά με τα θέματα σ' αυτή την ημερήσια διάταξη, παρακαλούμε καλέστε την Πολυγλωσσική Τηλεφωνική Γραμμή του Δήμου στον αριθμό 8470 8888.

Chinese

這是一份戴瑞濱市議會議程表，其開會日期顯示於此文件之封面。如果您欲索取有關此議程表的中文資料，敬請致電 8470 8888 聯絡市議會的多語種電話專線。

Arabic

هذا هو جدول أعمال اجتماع مجلس بلدية داربيبن والذي سيعقد في التاريخ الوارد في الصفحة الأولى من هذه الوثيقة. إذا أردت الحصول على مزيد من المعلومات في اللغة العربية حول المواضيع المذكورة في جدول الأعمال، فيرجى الاتصال برقم هاتف البلدية المتعدد اللغات 8470 8888

Macedonian

Ова е дневниот ред за состанокот на Општината на Градот Даребин, која ќе биде на датумот покажан на предната корица од овој документ. Ако Вие сакате некои информации на Македонски јазик, за предметите на овој дневен ред, Ве молиме повикајте ја Општинската Повеќејазична Телефонска Линија на 8470 8888.

Vietnamese

Đây là nghị trình cho cuộc họp của Hội đồng Thành phố Darebin; ngày họp có ghi ở trang bìa tài liệu này. Muốn biết thêm về chương trình nghị sự bằng Việt ngữ, xin gọi cho Đường dây Điện thoại Đa Ngôn ngữ của Hội đồng Thành phố qua số 8470 8888.

Bosnian

Ovo je dnevni red za sastanak Gradske općine Darebin čiji je datum održavanja naznačen na prvoj strani ovog dokumenta. Ako želite više informacija o tačkama ovog dnevnog reda na bosanskom jeziku, molimo nazovite općinsku višjejezičnu telefonsku službu na 8470 8888.

Croatian

Ovo je dnevni red sastanka u Darebin City Council za dan koji je naveden na prednjem ovitku ovog dokumenta. Ako želite informacije o tačkama ovog dnevnog reda na hrvatskom jeziku, molimo da nazovete Council Multilingual Telephone Line (Višjejezičnu telefonsku liniju) na 8470 8888.

Portuguese

Esta é a pauta para a reunião da Câmara Municipal de Darebin a ser realizada na data que consta na capa deste documento. Se você deseja informação em Português sobre os itens desta pauta, por favor ligue para a Linha Telefônica Multilíngue da Câmara no 8470 8888.

Serbian

Ovo je dnevni red za sastanak Darebin City Council-a (Градско веће Darebin) који ће се одржати на дан који је наведен на насловној страни овог документа. Ако желите информације на српском о тачкама дневног реда, молимо вас да назовете Council Multilingual Telephone Line (Вишејезичку телефонску линију Већа), на 8470 8888.

Somali

Kuwani waa qodobada shirka lagaga wada hadli doono ee Degmada Degaanka Darebin ee taariikhda lagu xusey boga ugu sareeya ee qoraalkan. Haddii aad doonysid wararka ku saabsan qodobadan oo ku qoran Af-Somali, fadlan ka wac Khadka Taleefanka Afafka ee Golaha oo ah 8470 8888.

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Agenda

1. MEMBERSHIP

Cr. Kim Le Cerf (Mayor) (Chairperson)

Cr. Steph Amir

Cr. Gaetano Greco (Deputy Mayor)

Cr. Tim Laurence

Cr. Trent McCarthy

Cr. Lina Messina

Cr. Susanne Newton

Cr. Susan Rennie

Cr. Julie Williams

2. APOLOGIES

3. DISCLOSURES OF CONFLICTS OF INTEREST

4. CONSIDERATION OF REPORTS

4.1 DRAFT BUDGET REFERRALS 2017/2018

Author: Council Business and Governance Officer

Reviewed By: Director Civic Governance and Compliance

Report Background

This report provides an opportunity for Councillors to disclose any conflicts of interest in relation to the 2017/2018 Proposed Budget.

Previous Council Resolution

This matter is not the subject of a previous Council resolution.

Previous Briefing(s)

This matter has not previously been to a Councillor briefing.

Council Plan Goal/Endorsed Strategy

Not applicable

Summary

Funding is included in the Proposed Budget 2017/2018 for a diverse range of activities across the municipality. The need for Councillors to disclose a conflict or interest where one exists in relation to any of these activities requires that they be addressed separately as part of the Budget process.

Any items proposed for inclusion in the Budget in which a Councillor discloses a conflict of interest are to be dealt with by separate resolution under this 'Budget Referrals' process. Once all disclosures have been made and the items which are the subject of any disclosure are determined by the Council, all Councillors are able to vote on the Proposed Budget 2017/2018.

Recommendation

That:

- (1) The Mayor invites Councillors to disclose any conflicts of interest in relation to adoption of the 2017/2018 Proposed Budget by classifying the type and describing the nature of the interest in accordance with the *Local Government Act 1989*.
 - (2) Following each disclosure, Council approve the relevant project and the inclusion of associated funding in the 2017/2018 Proposed Budget.
-

Introduction

In developing the 2017/2018 Proposed Budget, an extensive range of activities have been considered for funding. Councillors who have a conflict of interest in any items to be considered are required to disclose the type and nature of the interest.

Due to the wide ranging nature of these activities, it is reasonably foreseeable that in any given year, more than half of the Councillors would disclose a conflict of some sort and be required to excuse themselves from the vote on the Budget.

As this would make the adoption of an annual Budget unworkable in practice, the *Local Government Act 1989* (the Act) provides a mechanism for Councillors to vote on a budget, without compromising their position by being in a position of clear conflict.

The Act provides that if a Budget to be approved by a Council includes funding for a matter in which a Councillor has a conflict of interest, the Councillor is taken not to have a conflict of interest for the purposes of approving the Budget if the Council approved the matter and the proposed funding previously and the Councillor disclosed the nature of the conflict at the time the funding was approved by the Council.

In the event that a Councillor forms the view that despite this process, they are still unable to cast a vote on the passage of the annual Budget, a mechanism exists to declare a 'conflicting personal interest' under section 79B of the Act and apply to the Council to be exempted from voting.

Issues and Discussion

At the meeting, the Mayor will invite Councillors to disclose any items contained in the Proposed Budget 2017/2018 in which they have a conflict of interest.

Any items proposed for inclusion in the Budget in which a Councillor discloses a conflict of interest are to be dealt with individually and by separate resolution under this 'Budget Referrals' process.

Once all disclosures have been made and the items which are the subject of any disclosure are determined by the Council, all Councillors are able to freely vote on the Proposed Budget 2017/2018.

Options for Consideration

Nil

Financial and Resource Implications

Nil

Risk Management

Nil

Policy Implications

Economic Development

Nil

Environmental Sustainability

There are no environmental sustainability policy implications arising from this report.

Human Rights, Equity and Inclusion

There are no human rights, equity and inclusion policy implications arising from this report.

Other

This report has been prepared to address section 79C(2) of the *Local Government Act 1989*, in relation to approval of a Council Budget.

Future Actions

Council to consider the Proposed Budget 2017/2018

Consultation and Advocacy

Nil

Related Documents

- *Local Government Act 1989*

Attachments

Nil

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.

4.2 2017/18 PROPOSED BUDGET: APPROVAL TO PLACE ON PUBLIC DISPLAY**Author:** Chief Financial Officer**Reviewed By:** Director Corporate Services

Report Background

Council is required to adopt a Budget for each financial year. However, prior to adopting the Budget in its final form Council is required to place the Proposed Budget on public display inviting submissions, and after considering all submissions the Council can then formally adopt a Budget for the financial year.

This report proposes that Council approve the Proposed Budget for 2017/2018 for public display and invite submissions.

Previous Council Resolution

This matter is not the subject of a previous Council resolution.

Previous Briefing(s)

- Councillor Briefing – 16 December 2016
- Councillor Briefing – 2 February 2017
- Councillor Briefing – 16 February 2017
- Councillor Briefing – 16 March 2017
- Councillor Briefing – 30 March 2017
- Councillor Briefing – 20 April 2017

Council Plan Goal/Endorsed Strategy

- Goal 6 - Open and Accountable Democracy

Summary

The Council must prepare a Budget for each financial year. The Council must ensure that the Budget 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").

As soon as practicable after the Council has prepared a Budget it must give Public Notice. Any person has the right to make a submission under section 223 of the Act on any proposal contained in the Budget. Following the completion of the statutory obligations, Council may adopt the Budget.

The Act prescribes that Council must adopt its final budget by 30 June each year. This report presents the 2017/2018 Proposed Budget and recommends that public notice be given in accordance with the Act.

Recommendation

That Council adopts the proposed 2017/2018 Budget for the purposes of public consultation and that:

- (1) Public Notice be given in accordance with sections 129 and 223 of the *Local Government Act 1989* of Council's intention to adopt, at a Council meeting proposed to be held at 6.00 pm on Monday 22 June 2017, the proposed 2017/2018 Budget (**Appendix A**) presented to this meeting.
 - (2) Public Notice be given in accordance with sections 169 and 223 of the *Local Government Act 1989* of Council's intention to grant, at a Council meeting proposed to be held at 6.00 pm on Monday 22 June 2017, a rate rebate to pensioners in the 2017/2018 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*.
 - (3) Any person who makes a written submission in relation to the proposed 2017/2018 Budget or in relation to the granting of a rate rebate to pensioners and requests to be heard in support of the written submission, be heard by Council's Hearing of Submissions Committee at a meeting to be held in the Council Chamber, Darebin Civic Centre, 350 High Street Preston at 6.00 pm on Thursday 16 June 2017.
-

Introduction

Council must prepare a Budget for each financial year. The Act together with the Regulations, stipulate the information to be included in the budget and form of those disclosures.

The Proposed Budget shown in **Appendix A** has been reviewed and is considered to satisfy all statutory requirements.

Following Council's approval for the public display of the Proposed Budget, Council must give Public Notice and provide a 28 day period for submissions to be lodged. Any person has the right to make a submission under section 223 of the Act on any proposal contained in the Proposed Budget.

It is proposed that submissions will close on Thursday 8 June 2017 at 5:00 pm, with a meeting of the Council's Hearing of Submissions Committee to be held in the Council Chamber, Darebin Civic Centre, 350 High Street Preston at 7.00 pm on Thursday 16 June 2017 to hear those submitters who wish to be heard in support of their submissions.

Following the consideration of any submissions received, Council is then required to formally adopt the final Budget for 2017/2018.

The Act prescribes that Council must adopt its final budget by 30 June each year. This report presents the proposed 2017/2018 Budget and recommends that public notice be given in accordance with the Act.

It is proposed that the Council hold a Council meeting on the 22 June 2017 at which the Budget for 2017/2018 is formally adopted.

Issues and Discussion

Council has prepared a Budget for 2017/2018 which is aligned to the vision in the draft 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 proposed 2017/2018 Budget is prepared in the context of key principles in the Council's Strategic Resource Plan that underpin long term financial planning.

These principles are:

- 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.
- Holding of sufficient cash and other and other assets in order to meet Council's payment obligations to suppliers and employees.

This Budget projects a surplus of \$13.22 million for 2017/2018, however, it should be noted that the adjusted underlying result is a surplus of \$5.40 million after adjusting for capital grants and contributions.

The proposed 2017/2018 Budget presents a financially sound budget that maintains all services from the previous year. This budget is balanced and community focused. The average rate will rise by 2.0% in line with the order by the Minister for Local Government on 16 December 2016 under the Fair Go Rates System.

Key drivers of the proposed 2017/2018 Budget:

1. To fund ongoing service delivery – business as usual (balanced with greater service demands from residents).
2. To fund renewal of infrastructure and community assets.
3. To allow for the forecast growth in the population of Darebin residents.
4. To cover cost shifting from the State and Federal Governments.
5. To cover a reduction in funding from the Commonwealth Government via the Victoria Grants Commission.

The Victorian State Government has introduced a new model budget which includes mandatory sections. The proposed 2017/2018 Budget adheres to the model budget for 2017/2018.

Options for Consideration

1. Adopt the proposed 2017/2018 Budget for consultation as attached. This is the recommended option.
2. Adopt the proposed 2017/2018 Budget for consultation as attached with amendment.

Financial and Resource Implications

All matters raised in this report which have a financial implication have been reflected in the proposed 2017/2018 Budget.

Risk Management

The proposed 2017/2018 Budget has been prepared in the context of minimising and mitigating the risks associated with Council's delivery of services and infrastructure to the community.

Policy Implications

Economic Development

Economic development activities proposed for 2017/2018 include maintenance of Wifi in retail strips, activation of vacant shops, working with local trader and business associations to help them improve business performance, and with neighbouring municipalities to develop and implement regional economic growth.

Environmental Sustainability

The draft Council Plan 2017-2021 contains a number of policy directions specifically designed to reflect Council's commitment to environment sustainability and the proposed 2017/2018 Budget has been prepared in this context.

The proposed 2017/2018 Budget includes funding for the establishment of an energy foundation, the establishment of a nature trust to enhance Council's active work with the community to reduce greenhouse gas emissions, and 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.

Human Rights, Equity and Inclusion

The draft Council Plan 2017-2021 contains a number of policy directions specifically designed to reflect Council's commitment to social inclusion and diversity, and the proposed 2017/2018 Budget has been prepared in this context.

Other

The proposed 2017/2018 Budget has been prepared to give financial effect in the coming year to the objectives set out in the draft Council Plan 2017-2021 and Strategic Resource Plan 2017- 2021.

Future Actions

- Advertising of the proposed 2017/2018 Budget in The Age of 10 May 2017, with Northcote and Preston Leader newspapers advertisement to appear in the following week.
- Two community information sessions will be held in the Darebin Civic Centre, 350 High Street Preston at:
 - 10.00 am on 16 May 2017
 - 6.30 pm on 18 May 2017.

- The closing date for submissions in relation to the Budget is Thursday 8 June 2017 at 5:00 pm.
- The Hearing of Submissions Committee will meet at 7:00 pm on Thursday 15 June 2017 in the Darebin Council Chamber, 350 High Street Preston to hear any submitters who, in their written submission, request to be heard in support of their submission in relation to the Budget
- Adoption of the 2017/2018 Budget in its final form at a Council meeting on 22 June 2017.

Consultation and Advocacy

- Councillors
- Executive management, managers and coordinators

Related Documents

- Draft Council Plan 2017-2021
- Strategic Resource Plan 2017-2021

Attachments

- Proposed Darebin City Council Budget 2017/18 (**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.



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BUDGET 2017/2018

Proposed Budget Report

Monday 8 May 2017

This Budget Report has been prepared with reference to Chartered Accountants ANZ "Victorian City Council Model Budget 2017/2018" a best practice guide for reporting local government budgets in Victoria.



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Mayor's Introduction

We have developed an ambitious Council Plan that will see Darebin become a bolder, greener and better connected city. On behalf of Council I am proud to present our first budget, which sets the foundation for delivering the big actions we have committed to over the next four years. Those actions are designed to benefit Darebin now, and well into the future.

To develop the budget we reached an unprecedented 1,200 local people from every part of Darebin and all walks of life. We thank them for helping us to formulate a budget that meets our diverse community's expectations.

During the consultation local residents and businesses told us that they strongly support existing services being maintained, and for these to be funded through a mix of rates revenue and user charges. They also told us they support Council borrowing money to construct community infrastructure that will benefit both current and future residents.

We want our diverse community and future generations to live happy and healthy lives and the global climate emergency means we must now take urgent action to reduce emissions. This is why funding has been increased to expand our community solar power program. We've committed \$10 million to create a Darebin Nature Trust, along with funds to establish the Darebin Energy Foundation. Both initiatives will help to ensure our ambitious sustainability and liveability goals are achieved.

The Budget commits funds for infrastructure and services, including building safer and more pedestrian and bicycle-friendly roads and paths. We intend to work towards revitalising the heart of Preston with new open space, street beautification and better transport outcomes through advocacy to expand the Victorian Government's level crossing removals in Darebin.

By establishing a new developer contribution scheme, we will ensure developers contribute their fair share to the infrastructure required to meet the needs of our rapidly growing population, and we'll increase the levy for subdivisions to fund more open space. We will create the long-term plan for a whole new suburb in Northland that will include great public transport, community facilities, green spaces and employment.

Other Budget highlights include funds towards:

- Building better sports and recreational facilities, including a new multi-sports stadium to provide more opportunities for women and girls and redeveloping the Northcote Aquatic Centre.
- Investing more in local parks and green open spaces including the Edwardes Lake Park Boat House, Penders Park, playground improvements and developing a master plan for Mayer Park and Northcote Golf Course.
- Planting more trees to increase canopy cover across Darebin.
- Fast tracking improvements to school crossings, walking and cycling paths to ensure safer trips to school and work.
- Providing more support for local community organisations including sporting clubs and multicultural organisations.
- Delivering aged care and disability services and support.
- Ensuring local arts and culture continues to thrive, including reinvigorating Darebin Arts and Entertainment Centre.
- Enhancing democratic participation through a Citizen's Jury.

In line with the Victorian Government's Fair Go Rates System, rates will only increase by two per cent.

I encourage you to read the budget, in conjunction with our draft Council Plan 2017-21, and make a submission. Your views are important to us.

Cr Kim Le Cerf
Mayor

Executive summary

Council has prepared a Budget for 2017/18 which is aligned to the vision in the draft Council Plan 2017 - 2021. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects a surplus of \$13.2 million for 2017/18, however, it should be noted that the underlying result is a surplus of \$5.4 million after adjusting for capital grants and contributions (refer Sections 5 and 10.1).

1. Key things we are funding

- 1) Ongoing delivery of services to the Darebin community funded by a budget of \$170.0 million. These services are summarised in Section 2.1.
- 2) Continued investment in Infrastructure assets (\$27.3 million) primarily for renewal works. This includes roads (\$7.0 million); bridges (\$3.4 million); footpaths and bicycle paths (\$3.7 million); drainage (\$1.6 million); recreational, leisure and community facilities (\$0.4 million); parks, open space and streetscapes (\$10.0 million); and transport and road safety (\$1.2 million). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

2. The Rate Rise

- a. The average rate will rise by 2.0% in line with the order by the Minister for Local Government on 16 December 2016 under the Fair Go Rates System.
- b. Key drivers
 - i. To fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
 - ii. To fund renewal of infrastructure and community assets
 - iii. To cope with growth in the population of Darebin residents
 - iv. To cope with cost shifting from the State Government (refer **Paragraph 5**)
 - v. To cope with a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation of the grant
- c. This is not a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).
- d. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments.
- e. Refer Section 7 for further Rates and Charges details.

3. Key Statistics

- Total Revenue: \$170.0M (2016/17 = \$168.1M)
- Total Expenditure: \$156.8M (2016/17 = \$153.1M)
- Accounting Result: \$13.2M Surplus (2016/17 = \$15.0M Surplus)
(Refer Income Statement in Section 3)
(Note: Based on total income of \$170.0M which includes capital grants and contributions)
- Underlying operating result: Surplus of \$5.4M (2016/17 = Surplus of \$8.0M)
(Refer Analysis of operating Budget in Section 10.1)
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)
- Cash result: \$5.9M Deficit (2016/17 = \$4.3M 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: \$45.8M (2016/17 = \$39.2M)
 - \$40.4M from Council operations (rates funded)
 - \$2.8M from external grants
 - \$2.5M from contributions

4. Budget Influences

External Influences

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

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2017/18 has been set at 2.0%.
- The Consumer Price Index (CPI) for Victoria is forecast to be 2.0% for the 2017/18 year (Victorian Department of Treasury & Finance, 2016-17 Budget Update).
- The Victorian Wage Price Index is projected to be 2.5% in 2017/18 (Victorian Department of Treasury & Finance, 2016-17 Budget Update).
- Council must renegotiate a new Collective Agreement during the 2017/18 year for commencement on 1 July 2017.
- Reduction of \$0.40 million in Victoria Grants Commission funding compared to the prior year.
- The stock market and global financial measures continue a trend of low returns. This impacts Council's investments and management of superannuation through the legacy program which provides a defined benefit to Local Government members.
- Increases of 2.0% (or \$1.24 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$0.06 million. The levy has increased from \$9 per tonne in 2008/09 to a forecast \$63.27 per tonne in 2017/18 (703% increase in 9 years) and has added \$2.6 million to Council's costs.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. More information and examples are shown in the section below.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2017/18 Budget. These matters have arisen from events occurring in the 2016/17 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017/18 year. These matters and their financial impact are set out below:

- Darebin City Council utilises an in-house workforce to provide many of Council's services. The Collective Agreement, negotiated in 2013 is effective only to June 2017. Finalised agreement will not be in place until after the commencement of the 2017/18 financial year.
- Organisational restructures increased recurrent employee costs.
- The costs of upgrading and maintaining Council infrastructure to meet community expectations and meet legislative requirements.

5. Cost Shifting

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

Type 1: Cost Shifting for Specific Services

Examples:

1. Home and Community Care (HACC) - \$1.91M from 2011/12 to 2017/18.
2. Library Services - \$0.37M from 2011/12 to 2017/18
3. Maternal and Child Health - \$0.19M from 2011/12 to 2017/18
4. School Crossing Supervision - \$0.10M from 2011/12 to 2017/18. The State Government has recently announced it will start to honour the existing agreement to pay 50% of the costs for school crossing supervision. It acknowledges that payments to Councils in the past have not covered the agreed 50% of the cost. While this announcement is welcomed the details of the level of payments in future have not yet been provided.

Type 2: Loss of funding in General

Example:

5. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014-15 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014/15, 2015/16, 2016/17). The cumulative impact on Darebin City Council for the three years totals \$1.34 million and although it is likely that the Commonwealth will remove the freeze for 2017/18, this is a permanent loss of revenue that will have a compound effect in future years.

Type 3: Statutory fee that prohibits full cost recovery

Example:

6. After freezing planning fees since 2009, the State Government in October 2016 increased the allowable fee that Council may charge for these services. While this belated action is welcomed the new fees still do not cover the full cost of providing the service hence rate payers are still forced to subsidise the activities of developers across the city.

Type 3: Levies

Example:

7. State Government landfill levy has increased from \$9 per tonne in 2008/09 to \$63.27 per tonne in 2017/18. The increase from 2016/17 to 2017/18 is 4.5%.

Type 4: Statutory requirements lead to increased costs

Example:

8. Line clearance (cutting back tree branches around power lines) – approximately \$0.62 million per annum.

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Budget Reports

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

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

- 1 Link to the Council Plan
- 2 Services and service performance indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Other budget information (required by the Regulations)
- 6 Detailed list of capital works
- 7 Rates and charges

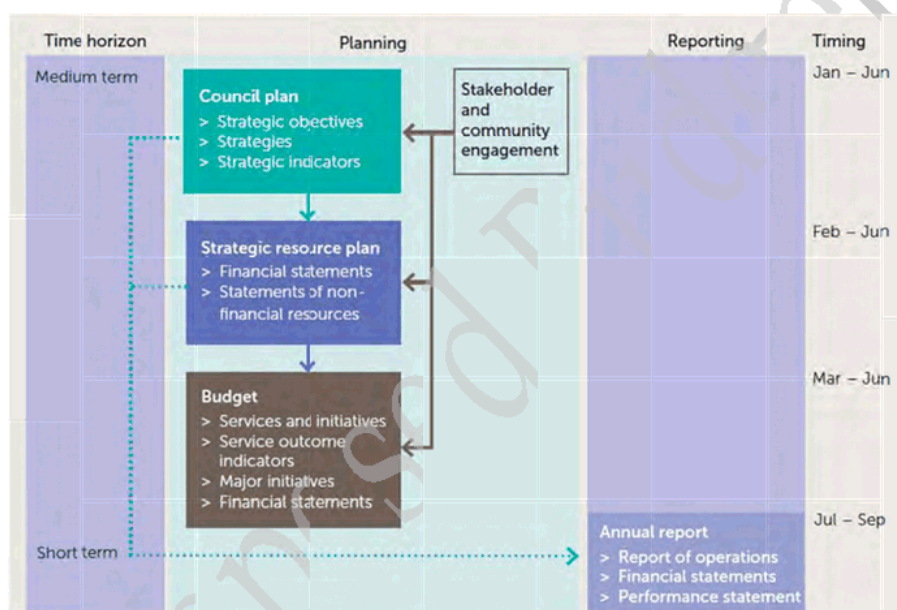
Proposed Budget

1. Link to the Council Plan

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

1.1 Planning and accountability framework

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



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

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



1.2 Our purpose

Our Council Plan

Darebin's Council Plan 2017-2021 is currently being developed to set 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.

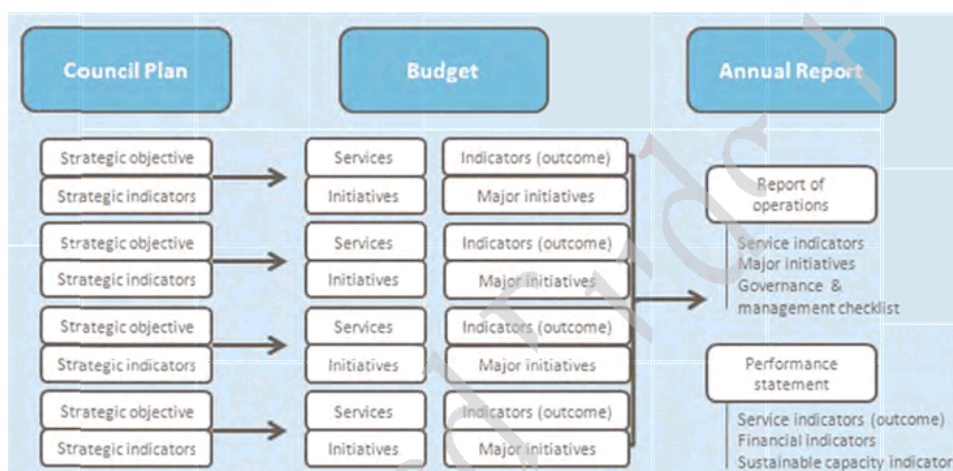
Council delivers services and initiatives under 24 major service categories. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Council Plan for the years 2017-21. The following table lists the six Strategic Objectives as described in the Council Plan.

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Strategic Objective	Description
A sustainable city	We will be leaders in creating a sustainable city through local innovation projects that address climate change
Opportunities to live well	We will improve the wellbeing of people in our community by providing opportunities for them to live their lives well
A liveable city	We will ensure our planning system facilitates high quality and sustainable development that extracts social, environmental and economic benefits for our community
A strong economy	We will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive
Involving our diverse community	We will lead on equity and recognise our diverse community as our biggest asset for solving future challenges
A well governed Council	We will be a leading, modern, and open council 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 2017/18 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



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

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



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

Services

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Environment and natural resources	Develops and implements policies and programs that contribute to sustainability within Council and the community. Responsible for the Climate Change Action Plan, Sustainable Water Strategy, Stormwater Management Plan, Sustainable Water Use Plan and the Waste Management Strategy .	2,616 (155) 2,461
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 in excess of 65,000 street trees and 100,000 trees in parks and reserves.	9,287 (39) 9,248
Transportation	Develops policy and project delivery for transport management and safety.	1,572 (216) 1,356
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.	14,865 (3,117) 11,748

Major Initiatives

- 1) Create and enact a local Climate Emergency Plan to address climate change and mitigate risks.
- 2) Create a Darebin Energy Foundation: a climate emergency think tank and innovator of initiatives that can be scaled across communities.
- 3) Dramatically increase opportunities for walking and cycling, including converting some roads into shared streets where cars are guests and where green space, walking and cycling take priority.
- 4) Create a Darebin Nature Trust that will use development contributions and other funds to increase open space and native vegetation, and ensure all residents live with 500 metres of open space.
- 5) Continue to address traffic and transport priorities in a strategic manner across the municipality and construct a number of traffic management and road safety works to address concerns and priorities raised by the community.
- 6) Delivery of actions from the Darebin Cycle Strategy 2013-2018 which aims to create a culture of cycling in Darebin. Projects include the improvement and construction of shared paths, extension to the shimmy bicycle network and on-road cycle facilities.

Initiatives

- 7) Invest in the City of Darebin's Council's extensive network of off-road bicycle paths, pedestrian spaces and networks.
- 8) Implement and monitor Going Places – the Darebin Transport Strategy 2007-2027, the Safe Travel Strategy 2010-2015, the Darebin Cycling Strategy 2013-2018 and all associated Action Plans.
- 9) Enhance our urban forest by 1,900 trees per year.
- 10) Ensure all residents live within 500 metres open space.
- 11) Reduce private vehicle use to an average of 13 kilometres per day per person by 2020.
- 12) Increase car share bays to 100.
- 13) Make Council buildings and car fleet more energy efficient over time.
- 14) Reduce investment in financial institutions that lend to the fossil fuel industry.
- 15) Install rain gardens/water sensitive urban devices to improve the condition of our waterways.

Service Performance Outcome Indicators

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

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.

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

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Aged 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.	13,916 (8,075) 5,841
Family and children	Responsible for a mix of service delivery, policy and community partnership projects that target Darebin's children 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	5,947 (2,414) 3,533

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Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
	list, support to play groups, a toy library, maternal and child health services and an immunisation program.	
Leisure and community facilities	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 .	9,136 (6,337) 2,799
Community experience and learning	Responsible for our library services at Fairfield, Northcote, Preston and Reservoir and our virtual library at www.darebinlibraries.vic.gov.au . This Department operates a youth service that delivers programs through the Northland Youth Centre, Darebin Youth Resource Centre and Decibels Youth Music Centre. Also a mobile youth outreach program to improve safety as well as social and economic disadvantage in East Reservoir and East Preston and an African access program delivering health promotion programs and afterschool holiday and summer camping program.	8,493 (1,332) 7,161
Advocacy and communication	Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.	1,766 (0) 1,766

Major Initiatives

- 16) Build a new multipurpose indoor and outdoor sports stadium –a premier facility for women's sport – at John Cain Memorial Park in Thornbury.
- 17) Redevelop the Northcote Aquatic and Recreation Centre into a state of the art aquatic facility to give new life to a facility that supports the health and wellbeing of our community.
- 18) Increase physical activity and involvement in club based sport, and reduce barriers, especially for women and girls, and low income residents by providing facilities and programs, reducing barriers (such as perceptions of safety at grounds), reviewing sporting fees and charges.
- 19) Develop a comprehensive lifelong-learning strategy that incorporates both Council, community and educational services, programs and activities.
- 20) Activate Darebin with arts and culture and encourage a spread of activity across the municipality, throughout the calendar year, at all times of the day and night, and increasing its visible presence.
- 21) 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 growing the formats in which materials, information, services and programs are provided.

Initiatives

- 22) Continue to upgrade our sports grounds and associated facilities, including a focus on female appropriate facilities.
- 23) Continue to design and invest in community, and aged and disability services to maintain levels of overall satisfaction.
- 24) Maintain our high immunisation and health check rates through innovative approaches to communication and conversation with families on the importance of immunisation.

- 25) Maintain support for playgroups and seek additional funding when available through Victorian Government grant programs.
- 26) Transition our program for young people, particularly vulnerable youth, to a skills based program that will help them identify and participate in pathways to education and employment.
- 27) Build or upgrade 24 play spaces, including one for all abilities.
- 28) Build four 'changing places' fully accessible disability public toilets for people with severe and profound disabilities.
- 29) Increase green (outdoor) gyms to give more residents access to free gym equipment.
- 30) Diversify leisure programs to increase participation and 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.
- 31) Increase and diversify audiences, supporting innovation in arts programming and maintain high levels of satisfaction in festivals and events.
- 32) Grow the reach of the Bundoora Homestead Arts Centre.
- 33) Increase and diversify participation in community food production.
- 34) Continue to invest in and provide support to community based organisations, activities and programs.
- 35) Work with all families, particularly those that are vulnerable, to maintain high levels of kindergarten participation.
- 36) 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.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

2.3 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

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- Managing local roads, buildings and public spaces to make our city safer, cleaner and more attractive.

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

Services

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
City development	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).	7,387 (3,430) 3,957
Creative Culture	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 and Entertainment Centre and Northcote Town Hall.	5,299 (2,045) 3,254
Capital works delivery	Oversees and coordinates the delivery of the capital works program including the delivery of major infrastructure projects.	1,470 (83) 1,387
Health and Compliance	Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environment Protection Act and associated regulations), Animal Management , Local Laws, Planning Enforcement, Traffic Enforcement and School Crossings Supervision Service.	7,310 (6,755) 555
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.	11,218 (1,183) 10,035

Major Initiatives

- 37) Review the planning scheme to ensure it can deliver our vision and meet the changing needs of the community, including to increase protection for valued neighbourhood character.
- 38) Review our planning controls and urban design guidelines to ensure development is appropriately located and of high quality.
- 39) Finalise a vision for a new suburb around Northland 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.
- 40) Advocate for Victorian Government level crossing removals to be elevated, so they can include three extra removals (Cramer St, Oakover Rd and Murray Rd) and use the opportunity to renew the Preston and Reservoir shopping areas to create more vibrant, safer, public spaces and better walking and cycling.
- 41) Collaborate with the Victorian Government to plan a significant, integrated and high quality social and private housing development at Stokes and Penola streets Thornbury.
- 42) 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.
- 43) Reduce crash rates on roads by introducing traffic management measures on the highest risk roads.

Initiatives

- 44) Create plans to revitalise: central Preston, the Reservoir Junction and Oakover Village / Preston Junction.
- 45) Require developers to contribute to infrastructure to support population growth through a Develop Contribution Plan.
- 46) Ensure the art collections are available for the enjoyment of the community and future generations.
- 47) Find new and better ways to upgrade our road network through new technology and products, and increase satisfaction with local roads.
- 48) Increase amenity in streetscapes 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.
- 49) Install and advocate for improved and more sustainable street lighting in areas of need and safety concern.
- 50) Improve people's perceptions of safety with attention to neighbourhoods with lower perceptions.
- 51) Create better infrastructure for dog walking and manage lost animals through our new shared regional shelter that operates under a policy of no kill of healthy animals.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

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:

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- 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.

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

Services

Service areas	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
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.	1,085 (18) 1,067

Major Initiatives

- 52) Increase local business of all kinds, including the micro businesses and freelancers, social enterprises and Non-Government Organisations that are arising in our increasingly service based economy.
- 53) Assist businesses to increase local employment, including through the uptake of Federal and State government funding for employment and skills training opportunities.

Initiatives

- 54) Increase the number of businesses doing better because of our assistance with digital access and capability, environmental performance, export capability, and attraction of visitors.
- 55) Create smart parking tools, such as sensors linked to an information app, to help residents use parking more effectively.
- 56) Increase in the number of vacant shops reactivated with creative businesses.
- 57) 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.
- 58) Transform the Darebin Arts Centre from a 'place to hire' to an innovation centre providing access to affordable, fit for purpose spaces for rehearsal, administration and co-working to suit a range of sectors.
- 59) Continue to advocate for actions in regional partnership plans that will create regional economic growth.

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.

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

Services

Service areas	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
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.	4,632 (101) 4,531
Community diversity and equity	Using demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion and equity.	1,265 (0) 1,265
People and development	Provides support to the organisation on strategic issues such as change management, leadership development and organisation development.	1,945 (0) 1,945

Major Initiatives

- 60) Implement our equity and inclusion tool vigorously across the work under this plan to provide access to all marginalised and vulnerable population groups.
- 61) Continue to take direct action to support marginalised and vulnerable population groups:
 - o Improve disability access across the city
 - o Provide community grants and other support to community organisations
 - o Explore opportunities for a better home for our Intercultural Centre and its programs
 - o Review our multilingual telephone service against the 2016 Census to ensure those with low or no English can access our services
 - o Provide a Darebin rate rebate for pensioners
 - o Examine opportunities to provide social housing on Council land.

Initiatives

- 62) Advocate to:
 - o Reduce our high level of gaming machine losses – nearly \$150 per head of adult population higher than the Victorian average annually
 - o Support refugees. Darebin is a Refugee Council of Australia “refugee welcome zone”. We welcome refugees, uphold their human rights, and demonstrate compassion.
 - o Address housing affordability
- 63) Build trust in government by strengthening active community networks and supporting their initiatives.
- 64) 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
- 65) Find solution based engagement methods that suit the various stakeholders and organisations in our active community to diversify and increase community feedback.
- 66) Broaden the influence of our Community Advisory Committees in our decision-making processes.
- 67) 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.
- 68) Find solution based engagement methods that suit the various groups in our active community be they community organisations, businesses and schools.
- 69) Increase citizen participation in council meetings.
- 70) Build advocacy partnerships with councils, Non-Government Organisations and others, to tackle the big issues that affect our community.

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.

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

Services

Service areas	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
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.	628 (115) 513
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, records management and policy support staff.	8,478 (1) 8,477
Digital services	Responsible for providing computer software and hardware support to the organisation and management of Council's integrated Asset Information Management and Customer Request Tracking System.	4,791 (0) 4,791
Corporate risk and audit	Responsible for implementing strategies, policies and operational procedures to minimise or eliminate the exposure of Council to risk.	1,081 (0) 1,081
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.	2,593 (678) 1,915
Fleet services	Responsible for the oversight of the fleet required to support Council's service delivery.	3,184 (158) 3,026

Major Initiatives

- 71) Review all our services to build a flexible and dynamic organisation that can respond to new challenges and deliver services that best meet the needs of our community.
- 72) Ensure people can transact with us anywhere, anytime, on any device.
- 73) Regularly update progress on this plan on our website, and keep everyone we work with well-informed.

Initiatives

- 74) Improve our research, data analysis, and community engagement capabilities to ensure we know the changing issues facing our community.

- 75) Introduce agile organisational structures that give our workforce the flexibility to respond rapidly to change.
- 76) Find new ways to collaborate with others to gain outcomes for our community, including regional shared services with other councils, partnerships, and advocacy campaigns.
- 77) 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.
- 78) Identify and pursue alternative revenue sources to overcome shortfall of projected income and to prevent any increase in rates.
- 79) Make decisions considering people, planet, progress and profit.
- 80) Develop a ten year financial strategy to ensure we can continue to deliver services, programs and assets while delivering an underlying surplus.
- 81) Conduct our business as expected and required by regulation.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

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 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue)	Expenditure	Revenue
	\$'000	\$'000	\$'000
A sustainable city	24,813	28,340	3,527
Opportunities to live well	21,100	39,258	18,158
A liveable city	19,188	32,684	13,496
A strong economy	1,067	1,085	18
Involving our community	7,741	7,842	101
A well governed Council	19,803	20,755	952
Total services and initiatives	93,712	129,964	36,252
Other non-attributable	21,622		
Deficit before funding sources	115,334		
Funding sources			
Rates and charges	120,271		
Capital grants and contributions	8,278		
Total funding sources	128,549		
Surplus for the year	13,215		

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2018/19 to 2020/21 has been extracted from the Strategic Resource Plan.

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

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

Proposed Budget

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Darebin City Council Budgeted Comprehensive Income Statement

For the four years ending 30 June 2021	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income					
Rates and charges	120,648	123,775	127,546	131,399	135,334
Statutory fees and fines	8,351	8,076	8,238	8,402	8,570
User fees	11,621	11,846	12,142	12,446	12,757
Grants - Operating	15,824	14,806	15,102	15,403	15,710
Grants - Capital	3,220	3,278	3,725	3,742	3,809
Contributions - monetary	4,754	5,000	6,543	7,092	7,020
Contributions - non-monetary	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	15	(13)	19	-	-
Other income	3,633	3,207	5,028	6,851	8,425
Total Income	168,066	169,975	178,344	185,335	191,626
Expenses					
Employee costs	(79,913)	(81,463)	(84,151)	(86,886)	(89,710)
Materials and services	(41,963)	(43,012)	(44,437)	(45,909)	(47,430)
Bad and doubtful debts	(1,009)	(876)	(1,095)	(951)	(1,001)
Depreciation and amortisation	(21,670)	(22,784)	(23,467)	(24,171)	(24,896)
Borrowing costs	-	-	-	-	-
Other expenses	(8,542)	(8,625)	(9,554)	(9,079)	(8,612)
Total Expenses	(153,097)	(156,760)	(162,704)	(166,996)	(171,649)
Surplus/(deficit) for the year	14,969	13,215	15,640	18,339	19,977
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment /(decrement)	-	-	-	73,528	-
Total comprehensive result	14,969	13,215	15,640	91,867	19,977

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Darebin City Council Budgeted Balance Sheet

For the four years ending 30 June 2021	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	41,186	35,241	24,307	13,580	9,755
Trade and other receivables	15,371	15,311	13,887	14,627	15,105
Other financial assets	19,164	17,274	17,274	17,274	17,274
Inventories	65	65	65	65	65
Other assets	1,640	1,640	1,640	1,640	1,640
Total current assets	77,426	69,531	57,173	47,186	43,839
Non-current assets					
Trade and other receivables	350	350	351	351	352
Investments in associates and joint ventures	2,867	2,867	2,867	2,867	2,867
Property, infrastructure, plant & equipment	1,239,640	1,267,407	1,290,730	1,393,279	1,417,360
Investment property	-	-	-	-	-
Intangible assets	-	-	-	-	-
Total non-current assets	1,242,857	1,270,624	1,293,947	1,396,497	1,420,579
Total assets	1,320,283	1,340,155	1,351,120	1,443,683	1,464,418
Liabilities					
Current liabilities					
Trade and other payables	11,011	12,948	7,750	7,912	8,125
Trust funds and deposits	5,151	5,151	5,254	5,359	5,466
Provisions	19,747	20,147	20,550	20,961	21,380
Total current liabilities	35,909	38,246	33,554	34,232	34,972
Non-current liabilities					
Provisions	1,705	1,725	1,742	1,760	1,777
Total non-current liabilities	1,705	1,725	1,742	1,760	1,777
Total liabilities	37,614	39,971	35,296	35,992	36,749
Net assets	1,282,669	1,300,184	1,315,824	1,407,691	1,427,669
Equity					
Accumulated surplus	527,984	541,199	556,839	575,179	595,156
Reserves	754,685	758,985	758,985	832,513	832,513
Total equity	1,282,669	1,300,184	1,315,824	1,407,691	1,427,669

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Darebin City Council Budgeted Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017/18				
Balance at beginning of the financial year	1,282,669	527,984	742,157	12,528
Surplus/(deficit) for the year	13,215	13,215	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	4,300	-	-	4,300
Balance at end of financial year	1,300,184	541,199	742,157	16,828
2018/19				
Balance at beginning of the financial year	1,300,184	541,199	742,157	16,828
Surplus/(deficit) for the year	15,640	15,640	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,315,824	556,839	742,157	16,828
2019/20				
Balance at beginning of the financial year	1,315,824	556,839	742,157	16,828
Surplus/(deficit) for the year	18,339	18,339	-	-
Net asset revaluation increment/(decrement)	73,528	-	73,528	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,407,691	575,179	815,685	16,828
2020/21				
Balance at beginning of the financial year	1,407,691	575,179	815,685	16,828
Surplus/(deficit) for the year	19,977	19,977	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,427,669	595,156	815,685	16,828

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Darebin City Council Budgeted Statement of Cash Flows

For the four years ending 30 June 2021	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		2018/19	2019/20	2020/21
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	118,341	120,472	128,737	130,954	135,115
Statutory fees and fines	5,880	7,183	8,422	8,479	8,661
User fees	11,886	12,767	12,415	12,560	12,892
Grants - operating	15,824	14,806	15,440	15,544	15,877
Grants - capital	3,370	3,278	3,809	3,776	3,850
Contributions - monetary	4,754	5,000	6,543	7,092	7,020
Interest received	1,933	1,695	1,703	1,712	1,721
Trust funds and deposits taken	-	-	103	105	107
Other receipts	3,621	3,146	5,218	6,901	8,502
Net GST refund / payment	7,431	8,824	6,399	7,401	6,967
Employee costs	(78,895)	(81,464)	(90,601)	(90,138)	(93,011)
Materials and services	(50,516)	(49,384)	(47,843)	(47,627)	(49,175)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(8,542)	(8,625)	(9,834)	(8,974)	(8,476)
Net cash provided by/(used in) operating activities	35,087	37,698	40,513	47,785	50,050
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(39,895)	(50,377)	(51,469)	(58,512)	(53,875)
Proceeds from sale of property, infrastructure, plant and equipment	553	734	21	-	-
Proceeds from investments	-	6,000	-	-	-
Repayments of loans and advances	-	-	-	-	-
Net cash provided by/(used in) investing activities	(39,342)	(43,643)	(51,448)	(58,512)	(53,875)
Cash flows from financing activities					
Finance costs	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-
Net cash provided by/(used in) financing activities	-	-	-	-	-
Net increase/(decrease) in cash & cash equivalents	(4,255)	(5,945)	(10,934)	(10,727)	(3,825)
Cash and cash equivalents at the beginning of the financial year	45,441	41,186	35,241	24,307	13,580
Cash and cash equivalents at the end of the financial year	41,186	35,241	24,307	13,580	9,755

DAREBIN CITY COUNCIL Budget Report – 2017/18 budget

Darebin City Council Budgeted Statement of Capital Works

For the four years ending 30 June 2021	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2016/17 \$'000		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land	7,683	-	-	-	-
Land improvements	99	488	383	394	405
Total land	7,782	488	383	394	405
Buildings	3,643	7,358	21,937	27,926	24,075
Heritage buildings	-	-	-	-	-
Building improvements	680	1,154	-	-	-
Leasehold improvements	1,978	-	-	-	-
Total buildings	6,301	8,512	21,937	27,926	24,075
Total property	14,083	9,000	22,320	28,320	24,480
Plant and equipment					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	2,688	5,458	4,236	6,261	5,438
Fixtures, fittings and furniture	147	177	-	-	-
Computers and telecommunications	1,711	3,034	1,453	1,489	1,527
Library books	769	789	840	861	882
Total plant and equipment	5,315	9,458	6,528	8,611	7,847
Infrastructure					
Roads	5,418	6,999	4,822	4,574	4,914
Bridges	170	3,417	1,771	86	88
Footpaths and cycleways	2,606	3,690	3,027	2,903	2,982
Drainage	1,445	1,621	1,066	1,737	1,785
Recreational, leisure and community facilities	438	386	300	308	262
Waste management	-	-	-	-	-
Parks, open space and streetscapes	7,650	9,977	5,190	4,841	4,750
Off street car parks	-	46	-	-	-
Other infrastructure	2,060	1,203	1,766	1,814	1,870
Total infrastructure	19,787	27,339	17,941	16,262	16,650
Total capital works expenditure	39,185	45,797	46,790	53,193	48,977
Represented by:					
New asset expenditure	14,512	9,815	15,850	13,384	1,672
Asset renewal expenditure	19,200	26,586	25,705	32,185	35,639
Asset expansion expenditure	522	1,265	785	1,766	3,992
Asset upgrade expenditure	4,951	8,131	4,450	5,858	7,674
Total capital works	39,185	45,797	46,790	53,193	48,977

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Darebin City Council Budgeted Statement of Human Resources

For the four years ending 30 June 2021	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs - Operating	(79,114)	(80,452)	(83,105)	(85,806)	(88,594)
Employee costs - Capital	(799)	(1,011)	(1,047)	(1,081)	(1,116)
Total staff expenditure	(79,913)	(81,463)	(84,151)	(86,886)	(89,710)
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	775.1	779.0	779.0	776.1	776.1
Total staff numbers	775.1	779.0	779.0	776.1	776.1

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

Department	Budget 2017/18 \$'000	Comprises:	
		Permanent Full time \$'000	Permanent Part Time \$'000
Office of the Chief Executive Officer	709	635	74
City Futures & Assets	10,815	10,204	611
Operations & Environment	15,300	14,768	532
Community Development	31,217	15,301	15,916
Corporate Services	8,100	7,550	550
Civic Governance & Compliance	6,697	5,691	1,006
Total Permanent Staff Expenditure	72,838	54,149	18,689
Casuals and Other Expenditure	7,615		
Capitalised Labour Costs	1,010		
Total Expenditure	81,463		

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

Department	Budget 2017/18 FTE	Comprises:	
		Permanent Full time	Permanent Part Time
Office of the Chief Executive Officer	3.8	3.0	0.8
City Futures & Assets	106.8	100.5	6.3
Operations & Environment	174.5	168.0	6.5
Community Development	346.7	151.8	194.9
Corporate Services	73.7	68.0	5.7
Civic Governance & Compliance	73.5	56.0	17.5
Total	779.0	547.3	231.7
Casuals and other	-		
Capitalised labour costs	-		
Total staff	779.0		

*Excludes casual and temporary staff

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

4. Financial performance indicators

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

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan				Trend +/-
			2015/16	2016/17	2017/18	Projections				
Operating position										
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	8.0%	5.0%	3.3%	3.5%	4.6%	5.3%	o	
Liquidity										
Working Capital	Current assets / current liabilities	2	226.8%	215.6%	181.8%	170.4%	137.8%	125.4%	-	
Unrestricted cash	Unrestricted cash / current liabilities		91.5%	51.8%	21.9%	-8.0%	-39.5%	-49.9%	-	
Obligations										
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.16%	0.0%	0.0%	0.0%	0.0%	0.0%	o	
Indebtedness	Non-current liabilities / own source revenue		1.2%	1.2%	1.2%	1.1%	1.1%	1.1%	o	
Asset renewal	Asset renewal expenses / Asset depreciation	4	66.1%	88.6%	113.2%	109.5%	133.2%	143.2%	+	
Stability										
Rates concentration	Rate revenue / adjusted underlying revenue	5	73.9%	73.6%	75.5%	74.8%	74.3%	73.9%	o	
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.25%	0.30%	0.27%	0.26%	0.25%	0.25%	-	



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Efficiency								
Expenditure level	Total expenses/ no. of property assessments	\$2,087	\$2,262	\$2,285	\$2,336	\$2,361	\$2,389	o
Revenue level	Residential rate revenue / No. of residential property assessments	\$1,448	\$1,515	\$1,522	\$1,629	\$1,743	\$1,866	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	5.0%	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 in 2016/17 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

3 Debt compared to rates - Trend indicates Council's 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.



DAREBIN CITY COUNCIL Budget Report – 2017/18 budget

5. Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations

This section includes the following statements and reports:

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

Proposed Budget

5.1.1 Grants - operating (\$1.02 million decrease)

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 decrease by 6.43% or \$1.02 million compared to 2016/17. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Grants - Operating	Forecast	Budget 2017/18 \$'000	Variance \$'000
	Actual 2016/17 \$'000		
Recurrent - Commonwealth Government			
Victorian Grants Commission	4,502	4,230	(272)
Aged care	5,001	5,073	72
HACC support services	754	765	11
Diesel fuel rebate	78	77	(1)
Recurrent - State Government			
Aged care	1,352	721	(631)
HACC support services	198	201	3
Maternal and child health	1,272	1,299	27
Libraries	935	954	19
Family and children	813	797	(16)
School crossing supervisors	313	313	-
Metro access	132	134	2
Immunisation	136	132	(4)
Youth services	39	40	1
Other	9	8	(1)
Total recurrent grants	15,534	14,744	(790)
Non-recurrent - State Government			
Youth services	24	24	-
Libraries	17	-	(17)
Safe travel	61	-	(61)
Economic development	15	-	(15)
Other	173	38	(135)
Total non-recurrent grants	290	62	(228)
Total operating grants	15,824	14,806	(1,018)

Increases in specific operating grant funding reflect expected increased demand for these services.

5.1.2 Grants - capital (\$0.06 million increase)

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 increased by 1.80% or \$0.06 million compared to 2016/17 due mainly to the open space funding for 2016/17. Section 6 "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2017/18 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Grants - Capital	Forecast	Budget 2017/18 \$'000	Variance \$'000
	Actual 2016/17 \$'000		
Recurrent - Commonwealth Government			
Roads to Recovery	1,008	467	(541)
Total recurrent grants	1,008	467	(541)
Non-recurrent - State Government			
Open space	1,919	1,000	(919)
Roads	50	-	(50)
Plant and equipment	18	18	-
Non-recurrent - Other			
Cycleways	60	-	(60)
Open space	-	13	13
Bridges	90	1,665	1,575
Drains	75	115	40
Total non-recurrent grants	2,212	2,811	599
Total capital grants	3,220	3,278	58

5.1.3 Statement of borrowings

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

	Forecast	Budget 2017/18 \$'000
	Actual 2016/17 \$'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	-	-

6. Detailed list of capital works

This section presents a listing of the capital works projects that will be undertaken for the 2017/18 year.

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

- New works for 2017/18
- Works carried forward from the 2016/17 year.

Proposed Budget

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Capital works program

For the year ending 30 June 2018

6.1 New works

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Subsurface drainage – Crispe Park, Reservoir	265	0	53	212	0	0	0	265	0
Renewal of cricket wickets	49	0	49	0	0	0	0	49	0
Warm season turf and sportsground upgrades	174	174	0	0	0	0	0	174	0
Total land improvements	488	174	102	212	0	0	0	488	0
Total land	488	174	102	212	0	0	0	488	0
Buildings									
Annie Dennis Children's Centre outdoor deck	59	0	59	0	0	0	0	59	0
Arts Venues Upgrades and Renewals	150	0	125	25	0	0	0	150	0
Building energy efficiency upgrades	109	0	49	60	0	0	0	109	0
Building renewal backlog	100	0	100	0	0	0	0	100	0
Building roof renewal	84	0	84	0	0	0	0	84	0
Bundoora Homestead building renewal	32	0	32	0	0	0	0	32	0
Darebin Multisports Stadium	1,580	1,580	0	0	0	0	0	1,580	0
Heritage building works – Preston & Northcote Town Halls	297	0	297	0	0	0	0	297	0
Maryborough Kindergarten outdoor redevelopment	21	0	21	0	0	0	0	21	0
NARC urgent renewal works	450	0	450	0	0	0	0	450	0
Pavilion renewal – Dole Reserve	130	0	130	0	0	0	0	130	0
Pavilion renewal – WH Robinson Reserve	1,350	0	675	337	338	0	0	1,350	0
Pavilion upgrade G E Robinson Park	210	0	140	70	0	0	0	210	0
Pavilion upgrade J E Moore Park	20	0	20	0	0	0	0	20	0
Pavilion upgrade Pitcher Park	220	0	100	60	60	0	0	220	0
Preston municipal complex lift replacement	350	0	350	0	0	0	0	350	0
Public Toilet Strategy implementation	376	150	181	45	0	0	0	376	0



DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Reservoir Community Learning Centre foyer works	25	0	25	0	0	0	0	25	0
Thornbury Kindergarten building works	190	0	150	40	0	0	0	190	0
Total Buildings	5,753	1,730	2,988	637	398	0	0	5,753	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements									
Disability access upgrades of Council facilities	216	0	72	144	0	0	0	216	0
Environmentally sustainable design upgrades	500	0	0	500	0	0	0	500	0
Neighbourhood houses accessibility	288	0	200	88	0	0	0	288	0
Office accommodation compliance works	150	0	100	50	0	0	0	150	0
Total Building Improvements	1,154	0	372	782	0	0	0	1,154	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	7,395	1,904	3,462	1,631	398	0	0	7,395	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Art Collection acquisitions	50	50	0	0	0	0	0	50	0
Arts venues minor asset renewal and upgrade	186	0	154	32	0	0	0	186	0
Civic services minor asset renewal	5	0	5	0	0	0	0	5	0
Darebin Arts and Entertainment – wheelchair lift	30	0	30	0	0	0	0	30	0
Mobile garbage, recycling, and green waste bins	257	0	257	0	0	0	0	257	0
Preston municipal complex – chiller and boiler	260	0	200	60	0	0	0	260	0
Preston municipal complex – fire panel	75	0	65	10	0	0	0	75	0
Reservoir Leisure Centre - pool and plant	80	0	80	0	0	0	0	80	0
Reservoir Leisure Centre - pool hall ventilation	315	0	200	115	0	0	0	315	0
Reservoir Leisure Centre – security and safety upgrades	50	0	0	30	20	0	0	50	0
Vehicles and plant replacement	3,323	0	2,990	333	0	0	734	2,589	0
Youth Services equipment replacement	50	0	50	0	0	0	0	50	0
Total Plant, Machinery and Equipment	4,681	50	4,031	580	20	0	734	3,947	0



DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Capital Works Area	Project cost	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fixtures, Fittings and Furniture									
Darebin Libraries - facilities and furniture	98	0	98	0	0	0	0	98	0
Northland Youth Centre – facilities and furniture	49	0	35	14	0	0	0	49	0
Reservoir Leisure Centre – facilities and furniture	30	30	0	0	0	0	0	30	0
Fixtures, Fittings and Furniture	177	30	133	14	0	0	0	177	0
Computers and Telecommunications									
Customer service multimedia queuing	33	33	0	0	0	0	0	33	0
Customer service workforce planning and monitoring	46	46	0	0	0	0	0	46	0
Darebin Libraries website refresh	116	0	81	35	0	0	0	116	0
Darebin Libraries PC replacement	39	0	39	0	0	0	0	39	0
Darebin Libraries Technology Strategy implementation	120	0	84	0	36	0	0	120	0
Digital Technology Strategy implementation	2,000	200	1,000	500	300	0	0	2,000	0
IT infrastructure renewal	385	0	300	85	0	0	0	385	0
Total Computers and Telecommunications	2,739	279	1,504	620	336	0	0	2,739	0
Library Books									
Library Product purchases	789	99	550	140	0	18	0	771	0
Total Library Books	789	99	550	140	0	18	0	771	0
TOTAL PLANT AND EQUIPMENT	8,386	458	6,218	1,354	356	18	734	7,634	0



DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Bicycle friendly roads	900	450	0	450	0	0	0	900	0
Bundoora Park road upgrade	111	0	0	111	0	0	0	111	0
Edwin Street construction and sealing	314	0	126	188	0	0	0	314	0
Kerb and channel renewal	378	0	378	0	0	0	0	378	0
Right of way resurfacing	87	0	87	0	0	0	0	87	0
Right of way construction – Duncan Street to Fairfield Community Centre	40	40	0	0	0	0	0	40	0
Road construction – McGregor Street	92	92	0	0	0	0	0	92	0
Road rehabilitation design program	76	0	76	0	0	0	0	76	0
Road Rehabilitation Program – Garden Street	221	0	221	0	0	221	0	0	0
Road Rehabilitation Program – Langston Street	304	0	152	76	76	0	0	304	0
Road Rehabilitation Program – Myrtle Grove	251	13	201	19	18	246	0	5	0
Road resurfacing program	2,700	0	2,700	0	0	0	0	2,700	0
Speed limit reductions	40	0	40	0	0	0	0	40	0
Total roads	5,514	595	3,981	844	94	467	0	5,047	0
Transport & road safety									
Retrofit parking bays for persons with a disability	153	0	0	153	0	0	0	153	0
Traffic management / road safety	1,050	0	300	750	0	0	0	1,050	0
Total transport & road safety	1,203	0	300	903	0	0	0	1,203	0
Bridges									
Bridge replacement – Dundas Street, Thornbury	730	0	657	73	0	0	365	365	0
Bridge replacement – Wood Street, Preston	100	0	90	10	0	0	50	50	0
Merri Creek pedestrian bridge between Arthurlton and Beavers Roads	2,500	2,500	0	0	0	0	1,250	1,250	0
Tee Street cycling and pedestrian bridge	87	87	0	0	0	0	0	87	0
Total Bridges	3,417	2,587	747	83	0	0	1,665	1,752	0



DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Footpaths and Cycleways									
Active transport infrastructure partnerships	343	100	0	143	100	0	0	343	0
Creek corridors shared path improvements	313	0	157	156	0	0	0	313	0
Disability access improvements - footpaths	200	0	100	100	0	0	0	200	0
Footpath renewal program	1,428	0	1,428	0	0	0	0	1,428	0
Footpath walkability improvements	300	0	300	0	0	0	0	300	0
Pedestrian stairway Mt Pleasant Road to Willow Street	100	0	50	50	0	0	0	100	0
Shared paths & paths in parks renewal program	691	0	616	75	0	0	0	691	0
St Georges-Cheddar shared path	195	0	40	155	0	0	0	195	0
Total Footpaths and Cycleways	3,570	100	2,691	679	100	0	0	3,570	0
Drainage									
Drainage improvement works – 69 Wilson Boulevard	324	0	162	162	0	0	0	324	0
Drainage improvement works – Byfield Street	324	0	162	162	0	0	0	324	0
Pipe relining renewal program	185	0	165	20	0	0	0	185	0
Reactive drainage renewal works	108	0	108	0	0	0	0	108	0
Reactive minor drainage upgrades	108	0	0	108	0	0	0	108	0
Stormwater drainage contributions program	22	22	0	0	0	0	0	22	0
Total Drainage	1,071	22	597	452	0	0	0	1,071	0
Recreational, Leisure and Community Facilities									
Bundoora Park fence	75	0	75	0	0	0	0	75	0
Bundoora Park public golf course infrastructure	73	0	50	23	0	0	0	73	0
Sports safety fencing	70	35	35	0	0	0	0	70	0
Sporting practice nets	168	0	130	38	0	0	0	168	0
Total Rec, Leisure and Community Facilities	386	35	290	61	0	0	0	386	0
Waste Management	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes									
Active recreation infrastructure	50	10	28	12	0	0	0	50	0
Bill Lawry Oval and Oldis Gardens masterplan implementation	156	39	39	39	39	0	0	156	0
Bundoora Park oval sportsfield lighting	311	0	156	155	0	0	8	303	0
Citywide beautification access and amenity	104	0	74	30	0	0	0	104	0



DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Community art restoration	119	0	119	0	0	0	0	119	0
Darebin municipal signage strategy implementation	160	128	32	0	0	0	0	160	0
Donath & Dole Reserves masterplan implementation	200	100	40	60	0	0	0	200	0
Edwardes Lake Park masterplan implementation	200	0	200	0	0	0	0	200	0
Fairfield Village streetscape masterplan implementation	250	0	150	100	0	0	0	250	0
High Street masterplan renewal Thornbury	355	45	110	110	90	0	0	355	0
Inner City netball program	1,305	1,000	153	152	0	1,000	0	305	0
Major streetscapes implementation - JUMP	404	170	128	106	0	0	0	404	0
Merri Creek emergency access track	25	25	0	0	0	0	0	25	0
Park renewal projects	201	0	201	0	0	0	0	201	0
Pitcher Park sportsfield lighting	372	0	186	186	0	0	5	367	0
Playspace upgrade program	1,000	0	650	350	0	0	0	1,000	0
Pocket, small and medium parks renewal program	248	0	164	84	0	0	0	248	0
Recycling bin installations in public places	268	268	0	0	0	0	0	268	0
Reservoir streetscape masterplan implementation	314	0	157	84	73	0	0	314	0
Retail activity centre streetscape upgrades	301	0	177	124	0	0	0	301	0
Robinson/Capp masterplan implementation	156	0	156	0	0	0	0	156	0
Sportsground irrigation renewals and upgrades	103	52	33	18	0	0	0	103	0
Urban Forest Strategy implementation	130	130	0	0	0	0	0	130	0
Total Parks, Open Space and Streetscapes	6,732	1,967	2,953	1,610	202	1,000	13	5,719	0
Aerodromes	0	0	0	0	0	0	0	0	0
Community service bus parking area – 4 Robinson Avenue	46	0	46	0	0	0	0	46	0
Total Off Street Car Parks	46	0	46	0	0	0	0	46	0
Other Infrastructure	0	0	0	0	0	0	0	0	0
Total Other Infrastructure	0	0	0	0	0	0	0	0	0
TOTAL INFRASTRUCTURE	21,939	5,306	11,605	4,632	396	1,467	1,678	18,794	0
TOTAL NEW CAPITAL WORKS 2016/17	37,720	7,668	21,285	7,617	1,150	1,485	2,412	33,823	0



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6.2 Works carried forward from the 2016/17 year

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings									
Darebin Arts and Entertainment Centre accommodation	138	0	124	14	0	0	0	138	0
NARC Master Plan renewal works	450	0	300	150	0	0	0	450	0
PRACE installation of three portables	675	675	0	0	0	0	0	675	0
Relocatable Kindergarten Building	237	237	0	0	0	0	0	237	0
Underground Power Supply Preston City Oval	105	0	70	35	0	0	0	105	0
Total Buildings	1,605	912	494	199	0	0	0	1,605	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	1,605	912	494	199	0	0	0	1,605	0
PLANT AND EQUIPMENT									
Heritage Plant and Equipment	0	0	0	0	0	0	0	0	0
Plant, Machinery and Equipment									
Plant Replacement – Heavy & Light Vehicles	777	0	777	0	0	0	0	777	0
Total Plant, Machinery and Equipment	777	0	777	0	0	0	0	777	0
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers and Telecommunications									
Darebin City Council intranet CMS replacement	145	0	145	0	0	0	0	145	0
Darebin City Council website enhancements	150	0	35	40	75	0	0	150	0
Total Computers and Telecommunications	295	0	180	40	75	0	0	295	0



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Capital Works Area	Project cost	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
Library Books	0	0	0	0	0	0	0	0	0
TOTAL PLANT AND EQUIPMENT	1,072	0	957	40	75	0	0	1,072	0
INFRASTRUCTURE									
Roads									
Road Rehabilitation Program – Chifley Drive	310	0	310	0	0	0	0	310	0
Road Rehabilitation Program - Cornwall Street	205	0	205	0	0	0	0	205	0
Road Rehabilitation Program - Holly Street	287	0	287	0	0	0	0	287	0
Road Rehabilitation Program - Ilma Grove	213	0	213	0	0	0	0	213	0
Road Rehabilitation Program - Simpson Street	470	0	470	0	0	0	0	470	0
Total Roads	1,485	0	1,485	0	0	0	0	1,485	0
Bridges	0	0	0	0	0	0	0	0	0
Footpaths and Cycleways									
Active transport infrastructure partnerships	120	40	0	40	40	0	0	120	0
Total Footpaths and Cycleways	120	40	0	40	40	0	0	120	0
Drainage									
DISC stormwater harvest & flood mitigation	550	550	0	0	0	0	0	550	0
Total Drainage	550	550	0	0	0	0	0	550	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									
Batman Park Master Plan implementation	100	0	65	35	0	0	0	100	0
John Cain Memorial Park Synthetic Soccer Pitches	1,400	0	1,400	0	0	0	0	1,400	0
Inner City netball program	1,345	645	700	0	0	1,345	0	0	0
Reservoir streetscape masterplan implementation	400	0	200	200	0	0	0	400	0
Total Parks, Open Space and Streetscapes	3,245	645	2,365	235	0	1,345	0	1,900	0



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Capital Works Area	Project cost	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
Aerodromes	0	0	0	0	0	0	0	0	0
Off Street Car Parks	0	0	0	0	0	0	0	0	0
Total Off Street Car Parks	0	0	0	0	0	0	0	0	0
Other Infrastructure	0	0	0	0	0	0	0	0	0
Total Other Infrastructure	0	0	0	0	0	0	0	0	0
TOTAL INFRASTRUCTURE	5,400	1,235	3,850	275	40	1,345	0	4,055	0
TOTAL CARRIED FWD WORKS 2016/17	8,077	2,147	5,301	514	115	1,345	0	6,732	0

6.3 Summary

Capital Works Area	Project cost	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY	9,000	2,816	3,956	1,830	398	0	0	9,000	0
PLANT AND EQUIPMENT	9,458	458	7,175	1,394	431	18	734	8,706	0
INFRASTRUCTURE	27,339	6,541	15,455	4,907	436	2,812	1,678	22,849	0
TOTAL CAPITAL WORKS	45,797	9,815	26,586	8,131	1,265	2,830	2,412	40,555	0



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6.4 Operational projects

Operational projects		Project cost	Project type		Summary of funding sources				
			Maintenance	Operational	Grants	Contributions	Council cash	Borrowings	
		\$'000	\$'000		\$'000		\$'000		\$'000
PROPERTY									
Land Improvements									
Edwardes Lake Park synthetic playing surface replacement	54	0	54	0	0	54	0		
Sportsfield playing surface maintenance	184	184	0	0	0	184	0		
Total land improvements	238	184	54	0	0	238	0		
Buildings									
Bill Lawry Oval pavilion renewal concept design	290	0	290	0	0	290	0		
Building maintenance backlog	400	400	0	0	0	400	0		
Darebin Community Sport Stadium masterplan works	162	162	0	0	0	162	0		
NARC contractual maintenance works	281	281	0	0	0	281	0		
NARC masterplan maintenance works	50	50	0	0	0	50	0		
NARC redevelopment	324	0	324	0	0	324	0		
Reservoir Community Learning Centre foyer works	175	175	0	0	0	175	0		
Total Buildings	1,682	1,068	614	0	0	1,682	0		
Building improvements									
Asbestos removal management	216	216	0	0	0	216	0		
Edwardes Lake Park Boathouse asbestos removal	25	25	0	0	0	25	0		
Maryborough Kindergarten outdoor redevelopment	12	12	0	0	0	12	0		
Meter cages	35	35	0	0	0	35	0		
Office accommodation - Darebin City Council municipal buildings	368	100	268	0	0	368	0		
Sporting pavilion building bin enclosures	15	15	0	0	0	15	0		
Total Building Improvements	671	403	268	0	0	671	0		
TOTAL PROPERTY									
	2,591	1,655	936	0	0	2,591	0		



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				Project type		Summary of funding sources				
Operational projects				Project cost	Maintenance	Operational	Grants	Contributions	Council cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment										
Art in public places				32	0	32	0	0	32	0
Arts and Culture events equipment				12	0	12	0	0	12	0
Business continuity infrastructure				20	0	20	0	0	20	0
Festive decorations				82	0	82	0	0	82	0
Civic services equipment				21	0	21	0	0	21	0
Total Plant, Machinery and Equipment				167	0	167	0	0	167	0
Fixtures, Fittings and Furniture				0	0	0	0	0	0	0
Fixtures, Fittings and Furniture				0	0	0	0	0	0	0
Computers and Telecommunications										
Enterprise Portfolio Management System				85	0	85	0	0	85	0
IT infrastructure renewal				25	25	0	0	0	25	0
Total Computers and Telecommunications				110	25	85	0	0	110	0
TOTAL PLANT AND EQUIPMENT				277	25	252	0	0	277	0
INFRASTRUCTURE										
Roads										
Signs and lines				75	75	0	0	0	75	0
Speed limit reductions				40	40	0	0	0	40	0
Total roads				115	115	0	0	0	115	0



DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Operational projects	Project cost \$'000	Project type		Summary of funding sources			
		Maintenance \$'000	Operational \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Transport & road safety							
Octopus Schools Pilot Program	120	0	120	0	0	120	0
Parking management optimisation	100	0	100	0	0	100	0
Safe travel program	190	0	190	0	0	190	0
Street lighting compliance	250	250	0	0	0	250	0
Street lighting maintenance	25	25	0	0	0	25	0
Total transport & road safety	685	275	410	0	0	685	0
Bridges	0	0	0	0	0	0	0
Total Bridges	0	0	0	0	0	0	0
Footpaths and Cycleways							
Bundoora Park active transport	38	0	38	0	0	38	0
Cycling facilities	287	144	143	0	0	287	0
Shared paths & paths in parks maintenance	75	75	0	0	0	75	0
Shared path masterplan St Georges to High Street	173	0	173	0	0	173	0
Walking initiatives	400	400	0	0	0	400	0
Total Footpaths and Cycleways	973	619	354	0	0	973	0
Drainage							
Pipe relining renewal program	20	20	0	0	0	20	0
Property floor level survey for drainage strategy	87	0	87	0	0	87	0
Strategic water outcome for Darebin	87	0	87	0	40	47	0
Water sensitive urban design	162	0	162	0	75	87	0
Total Drainage	356	20	336	0	115	241	0
Recreational, Leisure and Community Facilities							
Bundoora Homestead grounds masterplan	29	0	29	0	0	29	0
Leisure minor works funding program	65	0	65	0	0	65	0
Total Rec, Leisure and Community Facilities	94	0	94	0	0	94	0
Parks, Open Space and Streetscapes							
Citywide beautification access and amenity	43	43	0	0	0	43	0



DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Operational projects	Project cost \$'000	Project type		Summary of funding sources			
		Maintenance \$'000	Operational \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Creek conservation parkland and bushland	120	120	0	0	0	120	0
Edgars Creek Edwardes Lake Park sediment basin	55	55	0	0	0	55	0
Edwardes Lake Park masterplan implementation	100	100	0	0	0	100	0
Fairfield Village Streetscape Master Plan	50	50	0	0	0	50	0
Former Ruthven Primary School masterplan development	54	0	54	0	0	54	0
Goal post replacement program	29	29	0	0	0	29	0
Greenstreets tree removal and planting program	430	430	0	0	0	430	0
Mayer Park and Northcote Golf Course masterplan	85	0	85	0	0	85	0
Park tree maintenance backlog	81	81	0	0	0	81	0
Ray Bramham Gardens improvement works	71	25	46	0	0	71	0
Refurbish public art program	20	20	0	0	0	20	0
Robinson/Capp masterplan implementation	39	39	0	0	0	39	0
Roundabout and roadside planting improvement	104	104	0	0	0	104	0
Sportsfield lighting design	43	0	43	0	0	43	0
Urban Forest Strategy implementation	86	54	32	0	0	86	0
Total Parks, Open Space and Streetscapes	1,410	1,150	260	0	0	1,410	0
TOTAL INFRASTRUCTURE	3,633	2,179	1,454	0	115	3,518	0
OTHER							
Citizens' jury	100	0	100	0	0	100	0
Developer Contributions Schemes	320	0	320	0	0	320	0
Establishment of nature trust*	25	0	25	0	0	25	0
Establishment of energy foundation	25	0	25	0	0	25	0
Graffiti – proactive removal	127	0	127	0	0	127	0
Local law to protect significant trees in Darebin	15	0	15	0	0	15	0
Open Space Levy expansion	70	0	70	0	0	70	0
Preston Precinct plan	200	0	200	0	0	200	0
Total Other Operational Projects	882	0	882	0	0	882	0
TOTAL OPERATIONAL PROJECTS 2017/18	7,383	3,859	3,524	0	115	7,268	0

*Approximately \$2.5 million will be set aside from the open space reserve for projects relating to the nature trust.



DAREBIN CITY COUNCIL Budget Report – 2017/18 budget

7. Rates and charges

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

Proposed Budget

7. Rates and charges

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for 72.8% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process.

The State Government has introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2017/18 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.

Council's cost increases for 2017/18 driven by wage increases set under relevant industrial agreements, contract price increases, and increased compliance costs have been limited to just over 1.6%.

The Council-funded rate rebate, raised to \$150 in 2015/16 will continue to be provided to residential pensioner ratepayers in 2017/18 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 proper development of the municipal district, in accordance with section 169 of the Act.

Total rates and charges raised will be \$123.78 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 \$1.12 million in 2017/18, with special charge scheme rates for retail activity areas forecast to be \$0.34 million. The green waste collection service charge of \$2.40 million is included in rates and charges for the 2017/18 year.

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 Darebin community.

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

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

Rate Type	How applied	Actual 2016/17	Budget 2017/18	Total raised \$'000	Change
Residential	Cents / \$ CIV	0.2330032	0.2376631	96,645	2.0%
Commercial	Cents / \$ CIV	0.4077557	0.4159105	21,007	2.0%
Vacant residential	Cents / \$ CIV	0.6990100	0.7129894	425	2.0%
Vacant business	Cents / \$ CIV	0.9320130	0.9506526	658	2.0%
Mixed use occupancy	Cents / \$ CIV	0.3262045	0.3327284	1,137	2.0%
Vacant retail	Cents / \$ CIV	0.9320130	0.9506526	64	2.0%
Recreational	Cents / \$ CIV	0.2038780	0.2079553	32	2.0%
Total				119,968	

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

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Type or class of land	Actual 2016/17 \$	Budget 2017/18 \$	Change
Residential	93,430,860	96,645,193	3.4%
Commercial	20,526,751	21,007,167	2.3%
Vacant residential	443,403	425,348	-4.1%
Vacant business	713,139	657,909	-7.7%
Mixed use occupancy	1,112,716	1,136,647	2.2%
Vacant retail	80,899	63,836	-21.1%
Recreational	29,968	32,058	7.0%
Total amount to be raised by general rates	116,337,736	119,968,158	3.1%

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

Type or class of land	Actual 2016/17 Number	Budget 2017/18 Number	Change
Residential	62,311	63,256	1.5%
Business	4,628	4,612	-0.3%
Vacant residential	114	105	-7.9%
Vacant business	65	62	-4.6%
Mixed use occupancy	539	535	-0.7%
Vacant retail	17	12	-29.4%
Cultural and Recreational	8	10	25.0%
Total number of assessments	67,682	68,592	1.3%

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

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

Type or class of land	Actual 2016/17 \$	Budget 2017/18 \$	Change
Residential	40,098,524,000	40,664,779,000	1.4%
Business	5,034,081,061	5,050,886,361	0.3%
Vacant residential	63,433,000	59,657,000	-6.0%
Vacant business	76,516,000	69,206,000	-9.6%
Mixed use occupancy	341,110,000	341,614,000	0.1%
Vacant retail	8,680,000	6,715,000	-22.6%
Cultural and Recreational	14,699,000	15,416,000	4.9%
Total value of land	45,637,043,061	46,208,273,361	1.3%

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

Type of Charge	Actual 2016/17 \$	Budget 2017/18 \$	Change
Green waste service charge - 120 litre bin	50.00	51.50	3.0%
Green waste service charge - 120 litre bin (pensioner)	29.00	29.80	2.8%
Green waste service charge - 240 litre bin	95.00	97.60	2.7%
Green waste service charge - 240 litre bin (pensioner)	61.00	62.70	2.8%

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

Type of Charge	Actual 2016/17 \$	Budget 2017/18 \$	Change
Green waste service charge	2,303,707	2,403,132	4.3%

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

Type of Charge	Actual 2016/17 \$	Budget 2017/18 \$	Change
General rates	116,337,736	119,968,158	3.1%
Green waste service charge	2,303,707	2,403,132	4.3%
Rates and charges*	118,641,443	122,371,290	3.1%

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

7.9 The estimated total amount of Council pensioner rebate in relation to rates, compared with the previous financial year.

Type of Charge	Actual 2016/17 \$	Budget 2017/18 \$	Change
Pensioner rate rebate	(1,710,000)	(1,635,000)	-4.4%

7.10 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 in use of land
- 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.

Differential rates

7.11 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 0.237663% (0.237663 cents in the dollar of CIV) for all rateable residential land.
- A general rate of 0.415911% (0.415911 cents in the dollar of CIV) for all rateable business land.
- A general rate of 0.712989% (0.712989 cents in the dollar of CIV) for all rateable vacant residential land.
- A general rate of 0.950653% (0.932013 cents in the dollar of CIV) for all rateable vacant business land.
- A general rate of 0.332728% (0.326205 cents in the dollar of CIV) for all rateable mixed use occupancy land.
- A general rate of 0.950653% (0.932013 cents in the dollar of CIV) for all rateable vacant retail 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.

7.12 Residential land

- 7.12.1 Residential Land is any land which is not Vacant Residential Land as described in subparagraph 7.14.1 and:
- 7.12.1.1 the primary use of which is residential; or
 - 7.12.1.2 which is unoccupied and is zoned residential under the Darebin Planning Scheme.
- 7.12.2 The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
- 7.12.2.1 construction and maintenance of infrastructure assets;
 - 7.12.2.2 development and provision of health and community services; and
 - 7.12.2.3 provision of general support services.
- 7.12.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 7.12.1 above.
- 7.12.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 7.12.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 7.12.6 The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in paragraph 7.12.1 above.
- 7.12.7 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 subparagraph 7.12.1 above.
- 7.12.8 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 2017/18 financial year.
- 7.12.9 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.

7.13 Business land

- 7.13.1 Business Land is any land which is not Vacant Retail Land, as described in subparagraph 7.17.1, and:
- 7.13.1.1 the primary use of which is the carrying out of the manufacture or production of, or the trade in, goods or services; or
 - 7.13.1.2 which is unoccupied and is zoned other than residential under the Darebin Planning Scheme.
- 7.13.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
- 7.13.2.1 construction and maintenance of infrastructure assets;
 - 7.13.2.2 development and provision of health and community services; and
 - 7.13.2.3 provision of general support services.
- 7.13.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 7.13.1 above.
- 7.13.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is

considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

- 7.13.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 7.13.6 The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in subparagraph 7.13.1 above.
- 7.13.7 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 subparagraph 7.13.1 above.
- 7.13.8 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 2017/18 financial year.
- 7.13.9 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.

7.14 Vacant residential land

- 7.14.1 Vacant Residential Land is any land which is zoned residential under the of Darebin Planning Scheme and:

- 7.14.1.1 on which there is no dwelling or other building designed or adapted for permanent occupation; and
- 7.14.1.2 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 2017/18 financial year; and
- 7.14.1.3 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

- 7.14.1.4 on which there is no dwelling or other building designed or adapted for permanent occupation; and
- 7.14.1.5 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 2017/18 financial year; and
- 7.14.1.6 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 2017/18 financial year.

- 7.14.2 The objectives of this differential rate are to:

- 7.14.2.1 promote responsible land management through appropriate maintenance and development of the land; and
- 7.14.2.2 encourage prompt development of vacant residential land and attract new residents to the Darebin; and
- 7.14.2.3 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.

- 7.14.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 7.14.1 above.

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

- 7.14.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 7.14.6 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 subparagraph 7.14.1 above.
- 7.14.7 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.

7.15 Vacant business land

- 7.15.1 Vacant Business Land is any land:
 - 7.15.1.1 which is zoned other than residential under the Darebin Planning Scheme; and
 - 7.15.1.2 on which no building designed or adapted for permanent occupation is constructed; and
 - 7.15.1.3 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 2017/18 financial year.
- 7.15.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:
 - 7.15.2.1 promote responsible land management through appropriate maintenance and development of the land;
 - 7.15.2.2 ensure that foregone community and economic development resulting from underutilisation of land is minimised;
 - 7.15.2.3 encourage the use and occupancy of business land, leading to reinvigoration of trade and commerce within the Darebin; and
 - 7.15.2.4 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.
- 7.15.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 7.15.1 above.
- 7.15.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 7.15.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 7.15.6 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 under subparagraph 7.15.1 above.
- 7.15.7 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.

7.16 Mixed use occupancy land

- 7.16.1 Mixed Use Occupancy Land is any land:
 - 7.16.1.1 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
 - 7.16.1.2 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

- 7.16.1.3 both the part of the land which meets the requirements of subparagraph 7.16.1.1 and the part of the land which meets the requirements of subparagraph 7.16.1.2 is occupied by the ratepayer; or
- 7.16.1.4 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 subparagraph 7.16.1.1 and the part of the land which meets the requirements of subparagraph 7.16.1.2.
- 7.16.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:
 - 7.16.2.1 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
 - 7.16.2.2 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.
- 7.16.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 7.16.1 above.
- 7.16.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 7.16.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 7.16.6 The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in subparagraph 7.16.1 above.
- 7.16.7 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 subparagraph 7.16.1 above.
- 7.16.8 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 2017/18 financial year.
- 7.16.9 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.

7.17 Vacant retail land

- 7.17.1 Vacant Retail Land is any land:
 - 7.17.1.1 on which a building designed or adapted for retail occupation is constructed; and
 - 7.17.1.2 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 2017/18 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 2017/18 financial year.
- 7.17.2 The objectives of this differential rate are to:
 - 7.17.2.1 promote responsible land management through appropriate maintenance, development and use of the land;
 - 7.17.2.2 ensure that foregone community and economic development resulting from underutilisation of the land is minimised;

- 7.17.2.3 encourage the use and occupancy of retail land, leading to reinvigoration of trade and commerce within the Darebin; and
- 7.17.2.4 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.
- 7.17.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 7.17.1 above.
- 7.17.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 7.17.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 7.17.6 The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in subparagraph 7.17.1 above.
- 7.17.7 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 subparagraph 7.17.1 above.
- 7.17.8 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 2017/18 financial year.
- 7.17.9 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.

7.18 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.

7.19 Fair Go Rates System compliance

Darebin City Council is fully compliant with the State Government's Fair Go Rates System.

Base average rates (2016/17)	\$1,718.73
Maximum rate increase (set by the State Government)	2.00%
Capped average rate (2017/18)	\$1,753.10
Maximum general rates revenue (2017/18)	\$119,936,100
Budgeted general rates revenue (2017/18)	\$119,936,100

*Note the above excludes rates for Cultural and Recreational properties.

Budget Analysis

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

This section includes the following analysis and information:

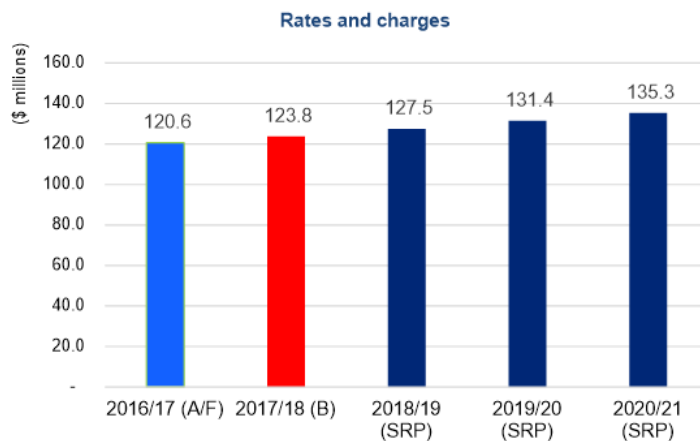
- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Rating information
- 16 Summary of other strategies

Proposed Budget

8. Summary of financial position

Council has prepared a budget for the 2017/18 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

8.1 Total rates and charges

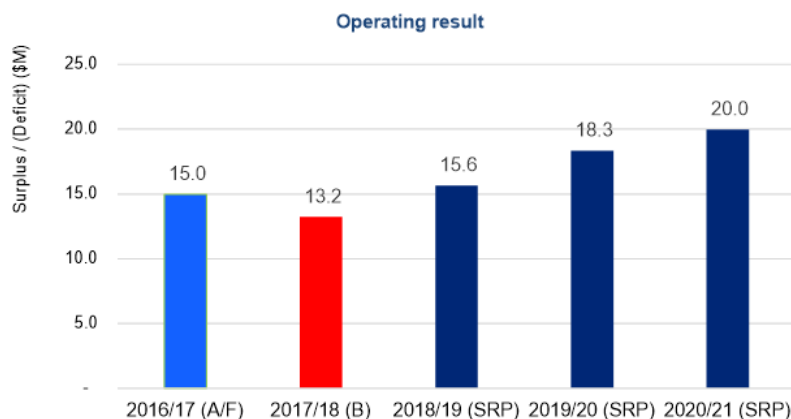


A/F = Actual / Forecast, B = Budget, SRP = Strategic Resource Plan Estimate

It is proposed that the average rate increases by 2.0% for the 2017/18 year, raising total rates of \$123.78 million, including \$1.12 million generated from supplementary rates and \$2.40 million from green waste service charges. The Council funded rate rebate provided to residential pensioner ratepayers – on top of the State Government pensioner concession – remains at \$150 for 2017/18 at a cost of \$1.64 million.

This rate increase is in line with rate cap increase set by the Minister for Local Government. (The rate increase for the 2016/17 year was 2.5%). Refer also Sections 7 and 10 for more information.

8.2 Operating result



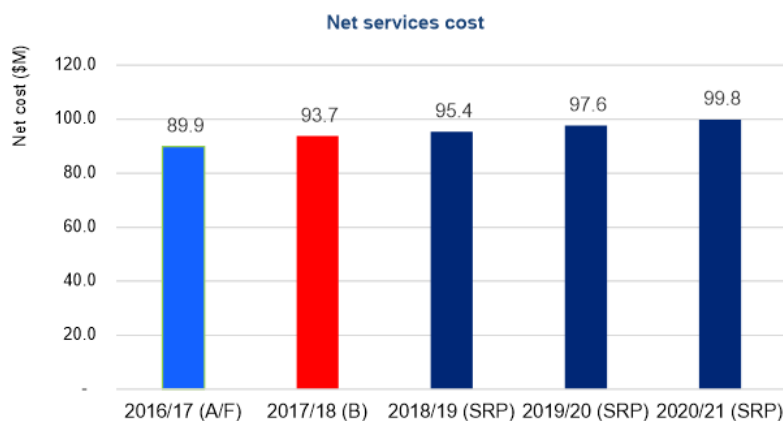
A/F = Actual / Forecast, B = Budget, SRP = Strategic Resource Plan Estimate

The operating result is a key figure to assess Council's financial performance. It is calculated by deducting the total expenses for the year from total revenues. While Council is a 'not-for-profit'

organisation, it should nonetheless generate a surplus in order to ensure financial sustainability in the future. The Capital Works program is primarily funded from the cash surplus that is generated by Council.

The expected operating result for the 2017/18 year is a surplus of \$13.22 million, which is a decrease of \$1.75 million on 2016/17. The change operating result is due mainly to decreases in operational grants and increases in depreciation and amortisation offset by the increases in rates and charges. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$5.40 million, which is a decrease of \$2.60 million on 2016/17 – refer to Section 7 of this summary for further information. (The forecast operating result for the 2016/17 year is a surplus of \$14.97 million).

8.3 Services



A/F = Actual / Forecast, B = Budget, SRP = Strategic Resource Plan Estimate

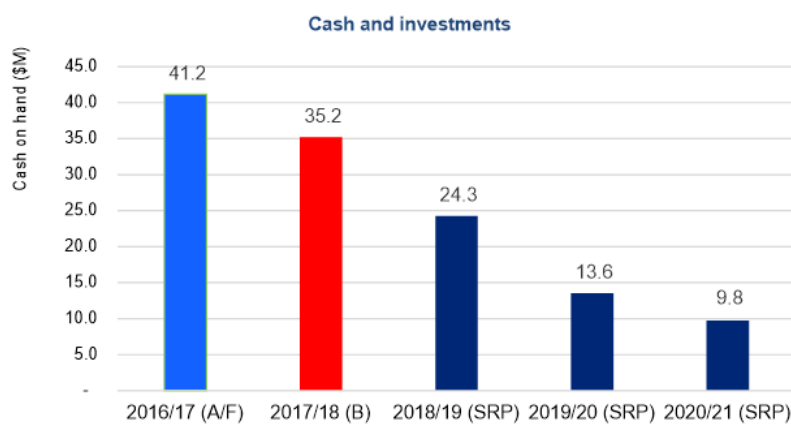
The net cost of services delivered to the community for the 2017/18 year is expected to be \$93.71 million which is an increase of \$3.85 million over 2016/17. A key influencing factor in the development of the 2017/18 budget has been striving to keep within the State Government's 2.0% capped rate increase. For the 2017/18 year, service levels have been maintained and a number of initiatives proposed. The forecast net cost for the 2016/17 year is \$89.86 million).

Refer Section 2 for a list of services.

8.4 Cash and investments

Cash and investments are expected to decrease by \$5.95 million during the year to \$35.24 million as at 30 June 2018. This is due mainly to increased funds being put towards increased maintenance costs, masterplan developments, strategic planning initiatives, and the delivery of an enhanced capital works program. (Cash and investments are forecast to be \$41.12 million as at 30 June 2017).

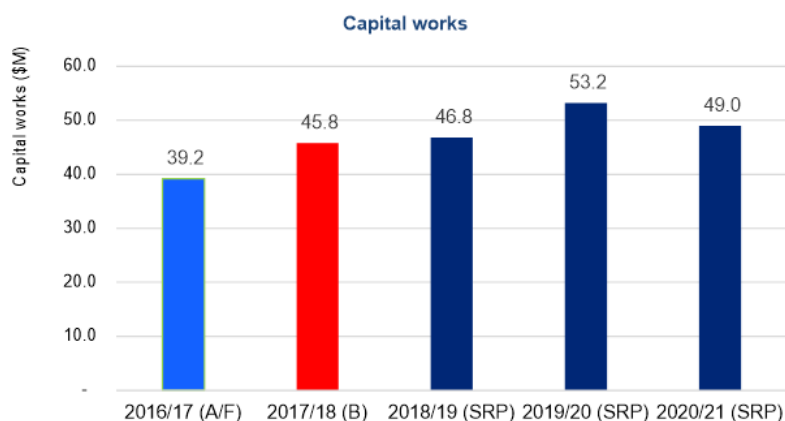
DARWIN CITY COUNCIL Budget Report – 2017/18 Budget



A/F = Actual / Forecast, B = Budget, SRP = Strategic Resource Plan Estimate

Refer also Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

8.5 Capital works



A/F = Actual / Forecast, B = Budget, SRP = Strategic Resource Plan Estimate

The capital works program for the 2017/18 year is expected to be \$45.80 million of which \$8.08 million relates to projects which will be carried forward from the 2016/17 year. The carried forward component is fully funded from the 2016/17 budget.

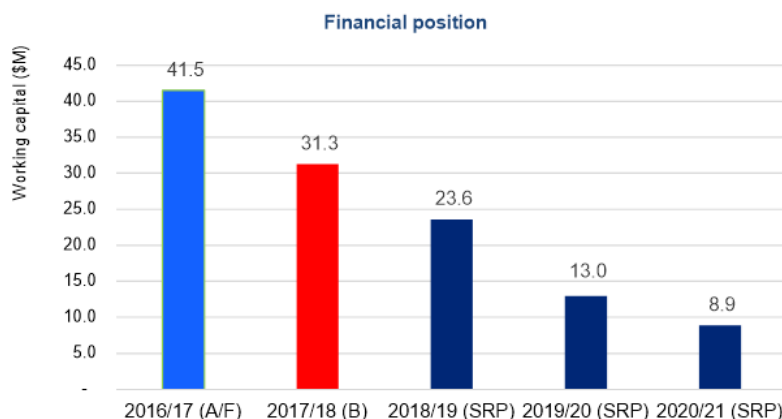
Of the \$45.80 million of capital funding required, \$2.83 million will come from external grants, \$2.53 million from contributions (including asset sales of \$0.73 million), and the balance of \$40.44 million from Council cash. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. (Capital works is forecast to be \$39.19 million for the 2016/17 year).

The Council Plan 2017-2021 demonstrates a distinctive shift in orientation and focus from previous council plans with significant additional investment in open space and environmental initiatives such as walking and cycling, renewable and efficient energy consumption, and enhanced facilities and open space.

The asset renewal program has been increased to \$26.59 million in the 2017/18 year including carry forward works.

Refer also Section 4 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

8.6 Financial position

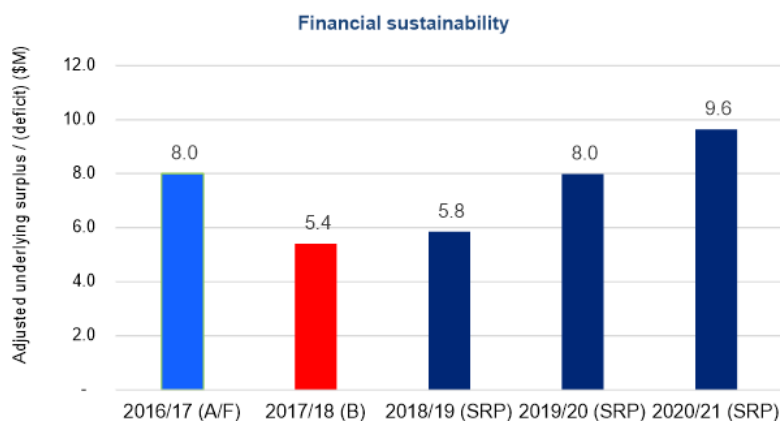


A/F = Actual / Forecast, B = Budget, SRP = Strategic Resource Plan Estimate

The financial position is expected to improve with net assets (net worth) to increase by \$17.51 million to \$1.30 billion although net current assets (working capital) will reduce by \$10.23 million to \$31.29 million as at 30 June 2018. This is mainly due to the use of cash reserves to fund the capital works program. (Net assets is forecast to be \$1.28 billion million as at 30 June 2017). It is important to note and Council's strong cash position comfortably establishes the availability for full funding of an ambitious capital works program which significantly enhances Council's balance sheet position.

Refer also Section 4 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

8.7 Financial sustainability



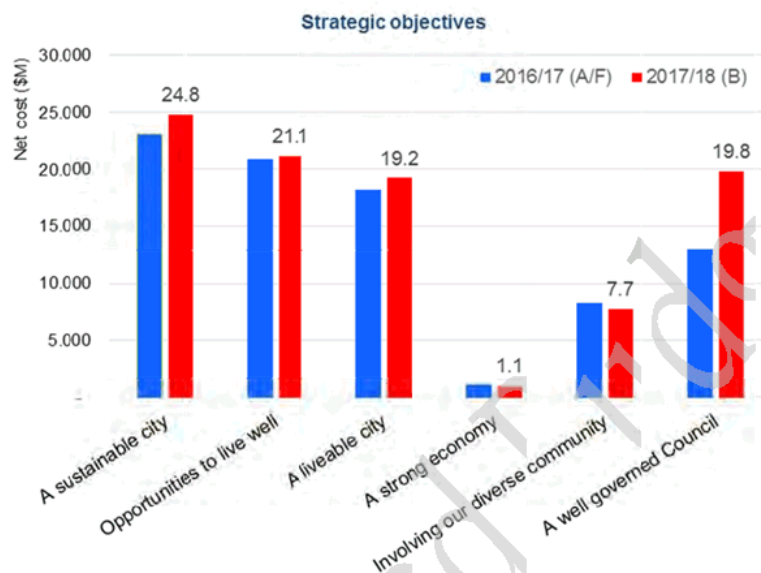
A/F = Actual / Forecast, B = Budget, SRP = Strategic Resource Plan Estimate

A high level Strategic Resource Plan for the years 2018/19 to 2020/21 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a decreasing surplus over the four year period.

This position will be enhanced through a number of targeted revenue and efficiency initiatives as well as targeted borrowings, as and when required, to preserve Council's long term financial sustainability and to promote intergenerational equity through the Council Plan 2017-2021.

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

8.8 Strategic objectives

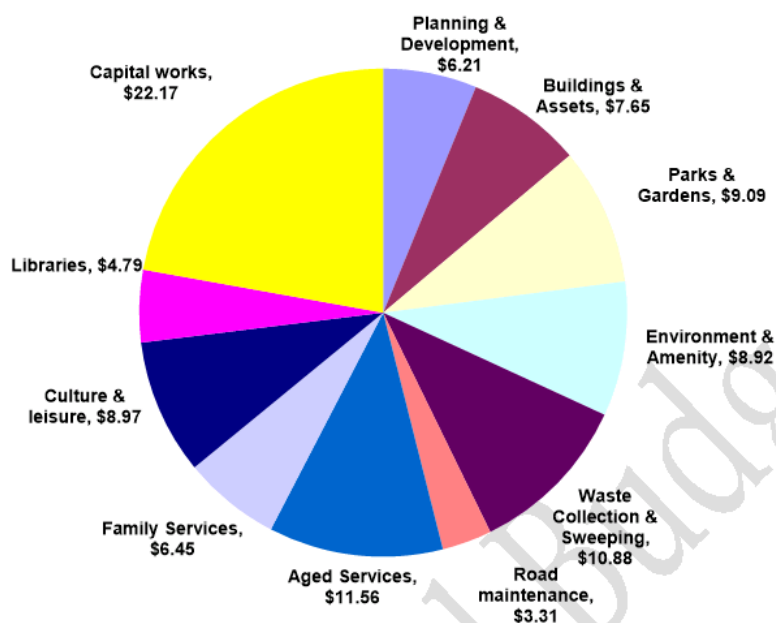


The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2017/18 year.

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



8.9 Council expenditure allocations



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

9. Budget influences

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

9.1 Snapshot of Darebin City Council

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

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

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

Population

The population declined steadily from the late 1970s through to the mid-1990s. It has however been growing since and reached 153,563 at 30 June 2016. (Source: Australian Bureau of Statistics, Estimated Resident Population).

Ageing population

Australia's population is ageing and Darebin is no exception. The age profile is similar to metropolitan averages however there is a lower proportion of people in the younger age groups 10 to 15 and 15 to 19 and a higher proportion of 25 to 34 year olds and people aged over 65. (Source: Australian Bureau of Statistics, Census of Population and Housing).

Births

Despite an ageing population, approximately 2,100 babies have been born each year since 2005. In the 2017/18 financial year 2,100 babies are expected to be born in the municipality. (Source: Maternal and Child Health database).

Cultural diversity

The City is a highly culturally and linguistically diverse municipality. Many different cultural groups live in the City of Darebin and 38.7 per cent speaking a language other than English at home.

Just over one third of residents were born overseas. Of the total population, 60% were born in Australia. Of those residents born overseas, 29% were born in non-English-speaking countries and 4.7% were born in English-speaking countries. The main countries of birth of residents, apart from Australia, are Italy, Greece and India and China. (Source: Australian Bureau of Statistics, Census of Population and Housing).

Housing

The number of homes is increasing. In 2017, there were 62,932 dwellings, of which 62,224 were private homes and 708 were non-private dwellings such as nursing homes, hotels, motels and hostels. While more housing stock is available, the population has remained fairly stable, due to decreasing household sizes. Trends show that the number of one-person households is increasing, as is the number of small households.

The proportion of separate houses has fallen over the past decade with the growth of flats, units or apartments, along with semidetached, row, terrace and townhouses. Residential property prices have increased significantly over the past 10 years. The median house price increased from \$311,000 in 2004 to \$594,000 in 2017.

Education and occupation

The share of the City of Darebin's population attending educational institutions reflects the age structure of the population, as it is influenced by the number of children attending school; proximity to tertiary education, which can mean young adults leaving home to be nearer to educational facilities and; the degree to which people are seeking out educational opportunities in adulthood, especially in their late teens and early twenties. (Source: Department of Education and Training, Summary Statistics Victorian Schools).

Analysis of the share of the population attending educational institutions in the City of Darebin in 2011 compared to Greater Melbourne shows that there was a lower proportion attending primary school, a lower proportion attending secondary school, and a higher proportion engaged in tertiary level education. Overall, 6.2% of the population were attending primary school, 4.5% of the population were attending secondary institutions, and 9.8% were learning at a tertiary level, compared with 7.6%, 6.3% and 7.5% respectively for Greater Melbourne. (Source: Australian Bureau of Statistics, Census of Population and Housing).

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

Budget implications

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

- Cultural and linguistic diversity means that Council needs to use a variety of media in languages other than English for mass communication with residents, and use interpreting services for interpersonal communication with residents. Council also draws on the abilities of its bilingual staff.
- With one of the largest populations of older persons in Victoria, Council has significant demands for the provision of services such as home care and delivered meals. The Budget and Strategic Resource Plan are based on Council continuing to meet the demand for these services with a consequential increase in the cost of these services.
- Around 20% of residential ratepayers are entitled to the State Government pensioner rates concession. Council has an additional Council-funded rebate of \$150 (introduced in 2009/10). In addition to rates, Council offers discounts to pensioners on a range of its user-pay services including the optional green waste collection service, and free animal registration for one dog or cat (introduced in 2011/12). These are reflected in the annual budget.
- Over 25,000 Darebin residents are affected by a disability of some kind and Council has set out measures to ensure appropriate access to buildings and services in its Disability Access and Inclusion Plan. This Plan influences a range of measures in both operating and capital budgets.

9.2 External influences

- Consumer Price Index (CPI) increases on goods and services of 1.5% through the year to December quarter 2016 (ABS release 25 January 2017). The Melbourne CPI is forecast to be 2.0% for the 2017/18 year (Victorian Budget Papers 2016/17).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to November 2016 was 3.1% (ABS release 23 February 2017). The wages price index in Victoria is projected to be 2.5% per annum in 2017/18 increasing to 3.0% and 3.5% in the subsequent two years (Victorian Budget Papers 2016/17). Council must renegotiate a new Collective Agreement for commencement on 1 July 2017.
- Reduction of \$0.40 million in Victoria Grants Commission funding compared to the prior year.
- Anticipated increases of 2.0% (or \$1.24 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$0.20 million. The levy has increased from \$9 per tonne in 2008/09 to \$63.57 per tonne in 2017/18 (703% increase in 9 years) and has added \$2.12 million to Council's costs.
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervision, Library services and Home and Community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.

- 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*.

9.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2017/18 Budget. These matters have arisen from events occurring in the 2016/17 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017/18 year. These matters and their financial impact are set out below:

- Darebin City Council utilises an in-house workforce to provide many of Council's services. Proactive management and workforce planning is being undertaken to deliver the best value from this expenditure in 2017/18.
- Identification of underfunding of tree maintenance has led to an increased cost for this function in 2017/18
- The costs of upgrading and maintaining Council infrastructure to meet community expectations.

9.4 Budget principles

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

- Existing fees and charges to be increased in line with CPI or market levels.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at 2016/17 levels.
- Staff levels to be maintained at 2016/17 levels except where service demand has changed.
- Contract labour to be minimised.
- New initiatives or employee proposals to be justified through a business case.
- Real savings in expenditure and increases in revenue identified in 2016/17 to be preserved.
- Operating revenues and expenses arising from completed 2016/17 capital projects to be included.

9.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2017/18 to 2020/21 (Section 14.), Rating Information (Section 15.) and Other Long Term Strategies (Section 16.) including borrowings, infrastructure and service delivery.

10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2017/18 year.

10.1 Budgeted income statement

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total income	10.2	168,066	169,975	1,909
Total expenses	10.3	(153,097)	(156,760)	(3,663)
Surplus (deficit) for the year		14,969	13,215	(1,754)
Grants - non-recurrent capital	10.2.6	(2,212)	(2,811)	(599)
Contributions - non-monetary assets		-	-	-
Capital contributions - Other sources	10.2.4	(4,754)	(5,000)	(246)
Adjusted underlying surplus (deficit)	10.1.1	8,003	5,404	(2,599)

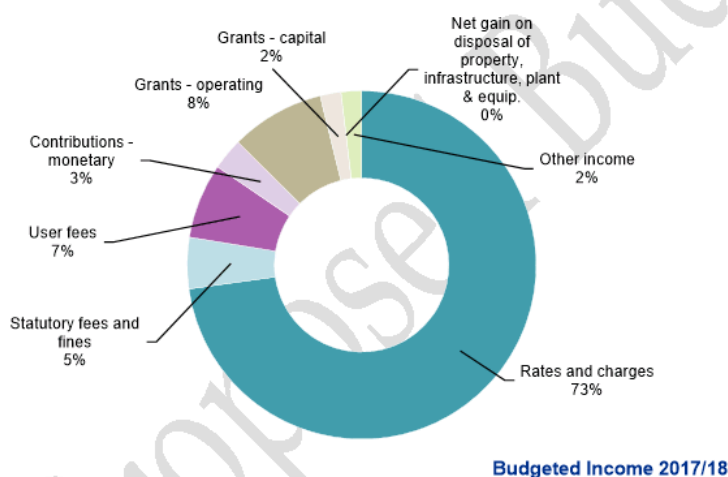
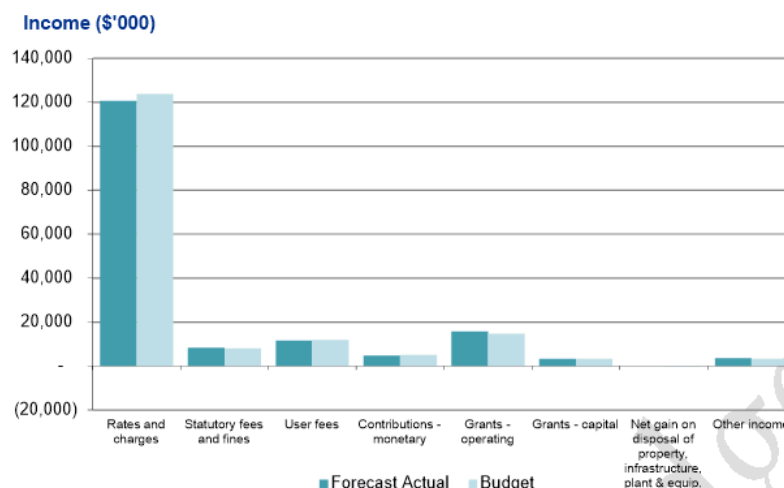
10.1.1 Adjusted underlying surplus (\$2.60 million decrease)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2017/18 year is a surplus of \$5.40 million which is a decrease of \$2.60 million from the 2016/17 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

10.2 Income

Income Types	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Rates and charges	10.2.1	120,648	123,775	3,127
Statutory fees and fines	10.2.2	8,351	8,076	(275)
User fees	10.2.3	11,621	11,846	225
Contributions - monetary	10.2.4	4,754	5,000	246
Grants - operating	5.1.1	15,824	14,806	(1,018)
Grants - capital	5.1.2	3,220	3,278	58
Net gain on disposal of property, infrastructure, plant & equip.	10.2.5	15	(13)	(28)
Other income	10.2.6	3,633	3,207	(426)
Total income		168,066	169,975	1,909

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget



10.2.1 Rates and charges (\$3.13 million increase)

It is proposed that income raised by all rates and charges is increased by 2.6% or \$3.13 million over 2016/17 to \$123.78 million. This includes an increase in general rates of 3.1% and forecasts supplementary rates to stay the same as 2016/17 at \$1.12 million.

Section 7 – Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2017/18 and the rates and charges information specifically required by the Regulations.

10.2.2 Statutory fees and fines (\$0.28 million decrease)

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 3.3% or \$0.28 million compared to 2016/17 due mainly to a reduction in non-voting fines relating to council elections being received in 2016/17 and not in 2017/18. A detailed listing of statutory fees is included in Appendix A.

10.2.3 User fees (\$0.23 million increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges has been to reflect increases in CPI increases or that the fee reflects the market.

User charges are projected to increase by 1.9% or \$0.23 million over 2016/17. The increase is mainly due to the impact of inflationary trends over the budget period to maintain parity between user charges and the costs of service delivery.

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

10.2.4 Contributions - monetary (\$0.25 million increase)

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

Contributions are projected to increase by \$0.25 million or 5.2% compared to 2016/17.

10.2.5 Net gain on disposal of property, infrastructure, plant and equipment (\$0.03 million decrease)

Proceeds from the disposal of Council assets are forecast to be \$0.73 million for 2016/17 and relate to the planned cyclical replacement of part of the plant and vehicle fleet. The written down value of assets sold is forecast to be \$0.75 million.

10.2.6 Other income (\$0.43 million decrease)

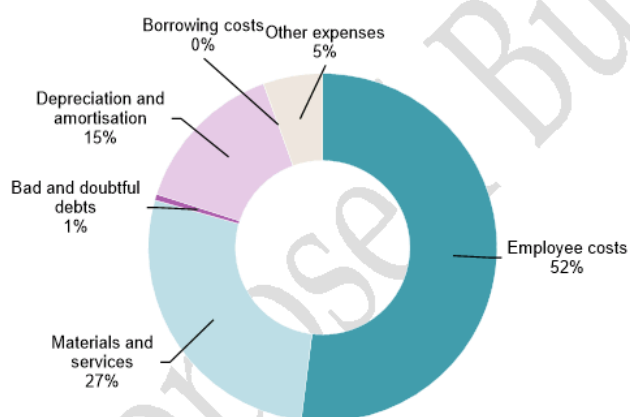
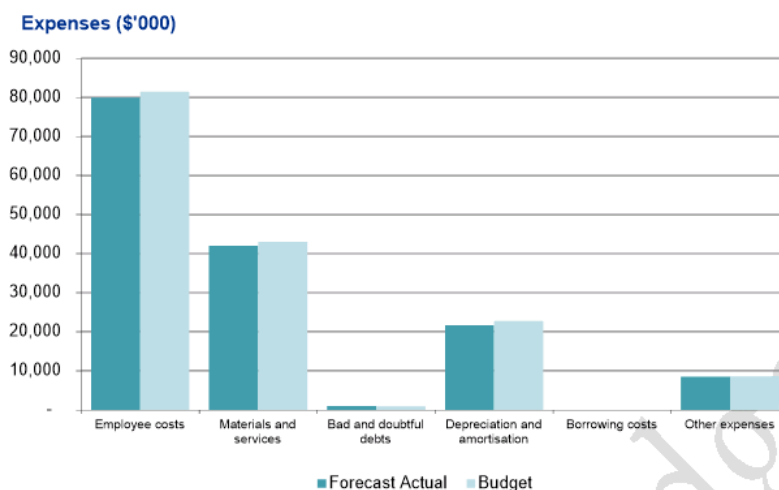
Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is forecast to decrease by 11.7% or \$0.43 million compared to 2016/17.

10.3 Expenses

Expense Types	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual 2016/17 \$'000		
Employee costs	10.3.1	79,913	81,463	1,550
Materials and services	10.3.2	41,963	43,012	1,049
Bad and doubtful debts	10.3.3	1,009	876	(133)
Depreciation and amortisation	10.3.4	21,670	22,784	1,114
Borrowing costs	10.3.5	-	-	-
Other expenses	10.3.6	8,542	8,625	83
Total expenses		153,097	156,760	3,663

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget



Budgeted Expenses 2017/18

10.3.1 Employee costs (\$1.55 million increase)

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

Employee costs are forecast to increase by 1.9% or \$1.55 million compared to 2016/17. This increase relates to the increase in salary and wages under relevant industrial agreements, employee on-costs such as leave provisions and workers compensation, and resources to meet additional community demand. An underpinning assumption of this budget is that the forecast employee cost increase will be managed through the implementation of efficiency initiatives and leave liability reductions.

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

DARWIN CITY COUNCIL Budget Report – 2017/18 Budget

Department	Budget 2017/18 \$'000	Comprises:	
		Permanent Full time	Permanent Part Time
		\$'000	\$'000
Office of the Chief Executive Officer	709	635	74
City Futures & Assets	10,815	10,204	611
Operations & Environment	15,300	14,768	532
Community Development	31,217	15,301	15,916
Corporate Services	8,100	7,550	550
Civic Governance & Compliance	6,697	5,691	1,006
Total Permanent Staff Expenditure	72,838	54,149	18,689
Casuals and Other Expenditure	7,525		
Capitalised Labour Costs	1,010		
Total Expenditure	81,373		

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

Department	Budget 2017/18 FTE	Comprises:	
		Permanent Full time	Permanent Part Time
Office of the Chief Executive Officer	3.8	3.0	0.8
City Futures & Assets	106.8	100.5	6.3
Operations & Environment	174.5	168.0	6.5
Community Development	346.7	151.8	194.9
Corporate Services	73.7	68.0	5.7
Civic Governance & Compliance	73.5	56.0	17.5
Total	779.0	547.3	231.7

*Excludes casual and temporary staff.

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

Department	ServiceUnit	Forecast		
		Actual 2016/17	Budget 2017/18	Variance
		\$'000	\$'000	\$'000
City Futures & Assets	Director City Futures & Assets	700	1,246	(546)
	Statutory Planning	2,813	2,936	(123)
	Transport Engineering	1,046	1,355	(309)
	Public Places	691	272	419
	City Design & Strategic Planning	1,107	977	130
Operations & Environment	Director Operations & Environment	293	608	(314)
	Environmental Operations	4,404	4,539	(135)
	Parks Infrastructure	2,375	2,515	(140)
Community Development	Service Delivery	10,316	10,025	291
	Department Transition & Assessment	1,293	1,623	(330)
Corporate Services	Director Corporate Services	256	657	(400)
	Human Resources	1,179	1,304	(125)
	IS Infrastructure	225	369	(145)
Civic Governance & Compliance	Health Protection	771	938	(167)
	Council Plan & Performance	207	336	(128)

10.3.2 Materials and services (\$1.05 million increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to increase by 2.5% or \$1.05 million compared to 2016/17. The increase is mainly due to the impact of inflationary trends over the budget period.

10.3.3 Bad and doubtful debts (\$0.13 million decrease)

Bad and doubtful debts is projected to decrease by \$0.13 million or 13.2% compared to 2016/17 due mainly to an anticipated increase in collection rates.

10.3.4 Depreciation and amortisation (\$1.11 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$1.11 million for 2017/18 is due mainly to the completion of the 2016/17 capital works program and the full year effect of depreciation on the 2015/16 capital works program.

10.3.5 Borrowing costs (no change)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. This budget has no borrowings for Council for 2017/18 which is consistent with 2016/17.

10.3.6 Other items of expense (\$0.08 million increase)

Other items of expense relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations, legal expenses and other miscellaneous expenditure items. Other expenses are forecast to increase by 1.0% or \$0.08 million compared to 2016/17. This is mainly due to anticipated reductions legal expenses and contributions offset by the impact of inflationary trends over the budget period.

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

11.1 Budgeted cash flow statement

	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		118,341	120,472	2,131
User fees and fines		17,766	19,950	2,184
Grants - operating		15,824	14,806	(1,018)
Grants - capital		3,370	3,278	(92)
Interest		1,933	1,695	(238)
Other receipts		15,806	16,970	1,164
		173,040	177,171	4,131
<i>Payments</i>				
Employee costs		(78,895)	(81,464)	(2,569)
Other payments		(59,058)	(58,009)	1,049
		(137,953)	(139,473)	(1,520)
Net cash provided by operating activities		35,087	37,698	2,611
Cash flows from investing activities	11.1.2			
Payments for property, infrastructure, plant and equipment		(39,895)	(50,377)	(10,482)
Proceeds from sale of property, infrastructure, plant and equipment		553	734	181
Proceeds from investments		-	6,000	6,000
Repayments of loans and advances		-	-	-
Net cash used in investing activities		(39,342)	(43,643)	(4,301)
Cash flows from financing activities	11.1.3			
Finance costs		-	-	-
Proceeds from borrowings		-	-	-
Repayment of borrowings		-	-	-
Net cash used in financing activities		-	-	-
Net increase/(decrease) in cash and cash equivalents		(4,255)	(5,945)	(1,690)
Cash and cash equivalents at the beginning of the year		45,441	41,186	(4,255)
Cash and cash equivalents at end of the year	11.1.4	41,186	35,241	(5,945)

11.1.1 Operating activities (\$2.61 million increase)

The increase in cash inflows from operating activities reflects a decrease of \$1.02 million in operating grants, a decrease in capital grants of \$0.09 million, an increase in rates and charges received of \$2.13 million, an increase in user fees and fines receipts of \$2.18, an increase in other receipts (including GST refund) of \$1.16 million and an increase of employee costs of \$2.57 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. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Surplus (deficit) for the year	14,969	13,215	(1,754)
Depreciation	21,670	22,784	1,114
Loss (gain) on disposal of property, infrastructure, plant & equipment	(15)	13	28
Finance costs	-	-	-
Net movement in current assets and liabilities	(1,537)	1,686	3,223
Cash flows available from operating activities	35,087	37,698	2,611

11.1.2 Investing activities (\$4.30 million decrease)

The decrease in payments for investing activities represents the reduction in Council cash being used for capital works expenditure as disclosed in Section 10 of this budget report partially offset by a \$6.00 million redemption of financial assets.

11.1.3 Financing activities (no change)

No change in cash from financing activities is mainly due to the payout of loans in 2015/16, no loans entered into in 2016/17, and no new loans being entered into in 2017/18.

11.1.4 Cash and cash equivalents at end of the year (\$5.95 million decrease)

Overall, total cash and investments are forecast to decrease by \$5.95 million to \$35.24 million as at 30 June 2018.

11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2018 it will have cash of \$35.24 million. In addition, \$17.27 million is budgeted to be held in term deposits and reported as financial assets, giving total cash and investments of \$52.52 million at 30 June 2018. It is anticipated that \$23.75 million of this total will be restricted in its use as shown in the following table.

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total cash and investments	41,186	35,241	(5,945)
Restricted cash and investments			
- Statutory reserves	(12,301)	(16,601)	(4,300)
- Cash held to carry forward capital works	(6,732)	(2,000)	4,732
- Trust funds and deposits	(5,151)	(5,151)	-
Unrestricted cash and investments	17,002	11,489	(5,513)
- Discretionary reserves	(227)	(227)	-
Unrestricted cash adjusted for discretionary reserves	16,775	11,262	(5,513)

11.2.1 Statutory reserves (\$4.30 million increase)

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

11.2.2 Cash held to fund carry forward capital works

There is no amount shown as cash held to fund carry forward works at 30 June 2017, as it is expected that the capital works budget in the 2017/18 financial year will be fully expended. An amount of \$6.73 million is forecast to be held at 30 June 2017 to fund capital works budgeted but not completed in the financial year. Section 6.2 contains further details on capital works funding.

11.2.3 Unrestricted cash and investments (\$11.26 million)

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

Proposed Budget

12. Analysis of capital budget

This section analyses the planned capital works expenditure budget for the 2017/18 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in Section 6.

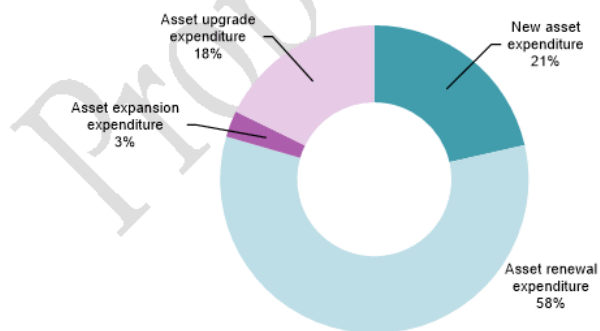
12.1 Capital works expenditure

Capital Works Areas	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual 2016/17 \$'000		
Works carried forward	12.1.1			
Property				
Land		-	-	-
Land improvements		-	-	-
Total land		-	-	-
Buildings		974	1,605	631
Heritage buildings		-	-	-
Building improvements		-	-	-
Leasehold improvements		-	-	-
Total buildings		974	1,605	631
Total property		974	1,605	631
Plant and equipment				
Heritage plant and equipment		-	-	-
Plant, machinery and equipment		70	777	707
Fixtures, fittings and furniture		-	-	-
Computers and telecommunications		159	295	136
Library books		-	-	-
Total plant and equipment		229	1,072	843
Infrastructure				
Roads		1,307	1,485	178
Bridges		-	-	-
Footpaths and cycle ways		-	120	120
Drainage		280	550	270
Recreational, leisure and community facilities		-	-	-
Waste management		-	-	-
Parks, open space and streetscapes		1,568	3,245	1,677
Aerodromes		-	-	-
Off street car parks		-	-	-
Other infrastructure		-	-	-
Total infrastructure		3,155	5,400	2,245
Total Works carried forward		4,358	8,077	3,719
New Works	12.1.2			
Property				
Land		7,683	-	(7,683)
Land improvements		99	488	389
Total land		7,782	488	(7,294)
Buildings		2,669	5,753	3,084
Heritage buildings		-	-	-
Building improvements		680	1,154	474
Leasehold improvements		1,978	-	(1,978)
Total buildings		5,327	6,907	1,580
Total property		13,109	7,395	(5,714)

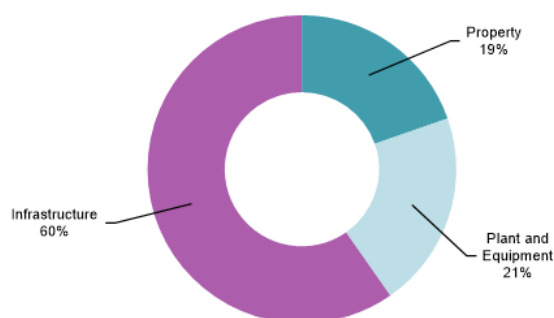
DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Capital Works Areas	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual 2016/17 \$'000		
Plant and equipment	12.1.3			
Heritage plant and equipment		-	-	-
Plant, machinery and equipment		2,618	4,681	2,063
Fixtures, fittings and furniture		147	177	30
Computers and telecommunications		1,552	2,739	1,187
Library books		769	789	20
Total plant and equipment	12.1.4	5,086	8,386	3,300
Infrastructure				
Roads		4,111	5,514	1,403
Bridges		170	3,417	3,247
Footpaths and cycleways		2,606	3,570	964
Drainage		1,165	1,071	(94)
Recreational, leisure and community facilities		438	386	(52)
Waste management		-	-	-
Parks, open space and streetscapes		6,082	6,732	650
Aerodromes		-	-	-
Off street car parks		-	46	46
Other infrastructure		2,060	1,203	(857)
Total infrastructure		16,632	21,939	5,307
Total New Works		34,827	37,720	2,893
Total capital works expenditure		39,185	45,797	6,612
Represented by:				
New asset expenditure	12.1.5	14,512	9,815	(4,697)
Asset renewal expenditure	12.1.5	19,200	26,586	7,386
Asset expansion expenditure	12.1.5	522	1,265	743
Asset upgrade expenditure	12.1.5	4,951	8,131	3,180
Total capital works expenditure		39,185	45,797	6,612

Budgeted Capital Works 2017/18



Budgeted Capital Works 2017/18

**12.1.1 Carried forward works (\$8.08 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/17 year it is forecast that \$8.08 million of capital works will be incomplete and be carried forward into the 2017/18 year.

12.1.2 Property (\$7.40 million)

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

For the 2017/18 year, \$5.56 million will be expended on building and building improvement projects. The more significant projects include the Darebin Multisports Stadium (\$1.58 million), WH Robinson Reserve pavilion renewal (\$1.35 million), works for the Northcote and Aquatic Recreation Centre (\$0.45 million), and municipal complex lift replacement (\$0.35 million).

12.1.3 Plant and equipment (\$8.39 million)

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

For the 2017/18 year, \$8.39 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$3.32 million), upgrade and replacement of information technology (\$2.74 million) and library material purchases (\$0.79 million).

12.1.4 Infrastructure (\$21.94 million)

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

For the 2017/18 year, \$6.72 million will be expended on road and road related projects. The more significant projects include road resheeting (\$2.70 million), road safety and traffic management (\$1.05 million), and local road reconstructions (\$0.82 million) which includes federally funded Roads to Recovery projects (\$0.47 million).

For the 2017/18 year, \$3.57 million will be expended on footpaths and cycleways. The more significant projects include footpath renewals (\$1.43 million), shared paths in parks (\$0.69 million), active transport infrastructure partnerships (\$0.34 million), creek corridors shared path improvements (\$0.31 million), footpath walkability improvements (\$0.30 million), and St Georges-Cheddar share path (\$0.20 million).

For the 2017/18 year, \$1.07 million will be expended on drainage projects. The more significant of these include drainage improvement works Wilson Boulevard (\$0.32 million), drainage improvement works Byfield Street (\$0.32 million), and pipe relining program (\$0.19 million).

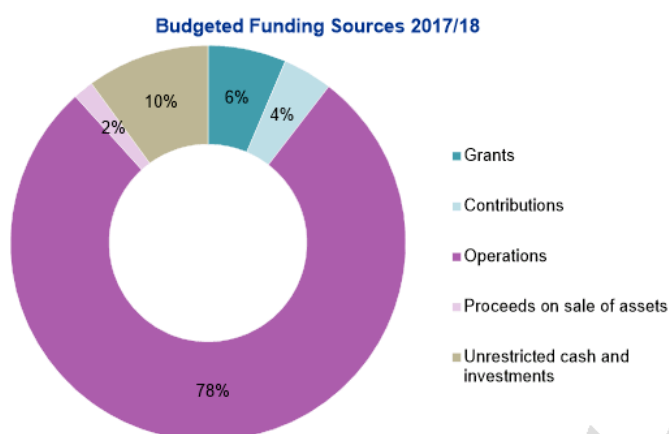
For the 2017/18 year, \$6.73 million will be expended on parks, open space and streetscapes. The more significant projects include inner city netball program (\$1.31 million), playspace upgrade program (\$1.00 million), JUMP streetscape implementation (\$0.40 million), Pitcher Park sportsfield lighting (\$0.37 million), High Street Thornbury masterplan renewal (\$0.36 million), Reservoir streetscape masterplan implementation (\$0.31 million), Bundoora Park sportsfield lighting (\$0.31 million), retail activity centre streetscape upgrades (\$0.30 million), pocket, small and medium park renewal program (\$0.25 million), Edwardes Lake Park masterplan implementation (\$0.20 million), Donath and Dole Reserves masterplan (\$0.20 million), and Robinson/Capp masterplan implementation (\$0.16 million).

12.1.5 Asset renewal (\$26.59 million), new assets (\$9.82 million), upgrade (\$8.13 million) and expansion (\$1.27 million)

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

12.2 Funding sources

Sources of Funding	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual 2016/17 \$'000		
Works carried forward				
<i>Current year funding</i>				
Grants		-	1,345	1,345
Contributions		-	-	-
Borrowings		-	-	-
Council cash				
- operations		5,055	6,732	6,732
- proceeds on sale of assets		-	-	-
- reserve cash and investments		-	-	-
- unrestricted cash and investments		-	-	-
Total works carried forward	12.2.1	5,055	8,077	8,077
New works				
<i>Current year funding</i>				
Grants	12.2.2	2,676	1,485	(1,191)
Contributions		544	1,793	1,249
Borrowings		-	-	-
Council cash				
- operations	12.2.3	26,812	27,688	876
- proceeds on sale of assets	12.2.4	549	734	185
- reserve cash and investments	12.2.5	2,667	1,580	(1,087)
- unrestricted cash and investments	12.2.6	882	4,440	3,558
Total new works		34,130	37,720	3,590
Total funding sources		39,185	45,797	11,667

**12.2.1 Carried forward works (\$8.08 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/17 year it is forecast that \$8.08 million of capital works will be incomplete and be carried forward into the 2017/18 year.

12.2.2 Grants (\$2.83 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for Inner City Netball (\$2.34 million) and Roads to Recovery projects (\$0.47 million).

12.2.3 Council cash - operations (\$34.42 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$34.42 million will be generated from operations to fund the 2017/18 capital works program. This amount equates to the cash generated from operating activities of \$37.70 million as set out in the 'Analysis of Budgeted Cash Position' adjusted for capital grants of \$3.28 million and borrowing costs of \$0.00 million.

12.2.4 Council cash - proceeds from sale of assets (\$0.73 million)

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy of \$0.73 million.

12.2.5 Council cash - reserve cash and investments (\$1.58 million)

Council has significant cash reserves, which has previous used to fund its annual capital works program. The reserves include monies set aside for specific purposes such as the Public Open Space and Recreation Reserve.

12.2.6 Council cash - unrestricted cash and investments (\$4.44 million)

In addition to reserve investments, Council has uncommitted cash and investments which represent unrestricted cash and investments and funds preserved from the previous year mainly as a result of grants and contributions being received in advance. It is forecast that there will be a drawdown of \$4.44 million required to fund new capital works in the 2017/18 year.

13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18. It also considers a number of key financial performance indicators.

13.1 Budgeted balance sheet

	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual 2016/17 \$'000		
Current assets	13.1.1			
Cash and cash equivalents		41,186	35,241	(5,945)
Trade and other receivables		15,371	15,311	(60)
Financial assets		19,164	17,274	(1,890)
Other assets		1,705	1,705	-
Total current assets		77,426	69,531	(7,895)
Non-current assets	13.1.1			
Trade and other receivables		3,217	3,217	-
Property, infrastructure, plant and equipment		1,239,640	1,267,407	27,767
Total non-current assets		1,242,857	1,270,624	27,767
Total assets		1,320,283	1,340,155	19,872
Current liabilities	13.1.2			
Trade and other payables		16,162	18,099	(1,937)
Provisions		19,747	20,147	(400)
Interest-bearing loans and borrowings		-	-	-
Total current liabilities		35,909	38,246	(2,337)
Non-current liabilities	13.1.2			
Provisions		1,705	1,725	(20)
Interest-bearing loans and borrowings		-	-	-
Total non-current liabilities		1,705	1,725	(20)
Total liabilities		37,614	39,971	(2,357)
Net assets		1,282,669	1,300,184	17,515
Equity	13.1.4			
Accumulated surplus		527,984	541,199	13,215
Reserves		754,685	758,985	4,300
Total equity		1,282,669	1,300,184	17,515

13.1.1 Current Assets (\$7.90 million decrease) and Non-Current Assets (\$19.87 million increase)

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

Trade and other receivables are monies owed to Council by ratepayers and others. The current portion has been forecast to decrease by \$0.60 million over the 2016/17 end year balance. Council is offering a 10 year repayment term for ratepayers who avail themselves of solar panels through Council's Solar Saver program. By 30 June 2018 it is forecast \$1.10 million in receivables would be attributable to this program. The non-current portion is not expected to change significantly.

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

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 \$27.77 million increase in this balance is mainly attributable to the net result of the capital works program (\$45.80 million of new assets) and depreciation of assets (\$22.78 million).

13.1.2 Current Liabilities (\$2.34 million increase) and Non-Current Liabilities (\$0.02 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase by \$1.94 million in 2017/18.

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.

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting not to borrow in 2017/18.

13.1.3 Working Capital (\$10.23 million decrease)

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

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

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Current assets	77,426	69,531	(7,895)
Current liabilities	35,909	38,246	(2,337)
Working capital	41,517	31,285	(10,232)
Restricted cash and investment current assets			
- Statutory reserves	(12,301)	(16,601)	4,300
- Cash used to fund carry forward capital works	(6,732)	(2,000)	(4,732)
- Trust funds and deposits	(5,151)	(5,151)	-
Unrestricted working capital	17,333	7,533	(10,664)

The table above indicates there is a positive working capital position and that working capital to fund statutory reserves and carried forward capital works into 2017/18.

13.1.4 Equity (\$17.52 million increase)

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

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

13.2 Key assumptions

In preparing the Balance Sheet for the year ending 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 96.5% of total rates and charges raised will be collected in the 2016/17 year.

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- Accounts payable to suppliers of goods and services to Council are forecast to increase by 2.9% in 2017/18. The actual level is influenced particularly by the timing of capital works expenditure. The normal payment cycle is 30 days.
- Other debtors and creditors are to remain largely consistent with 2016/17 levels.
- Employee entitlements to be increased by the Collective Agreement outcome that is still to be determined and will be offset by the impact of more active management of leave entitlements of staff.
- The capital expenditure component of the capital works program to be \$45.80 million.
- All capital works planned for 2017/18 will be fully expended.
- No demand for additional contributions to Vision Super occurring in 2017/18.

Proposed Budget

DAREBIN CITY COUNCIL Budget Report – 2017/18 budget

LONG TERM STRATEGIES

This section includes the following analysis and information

- 14 Strategic resource plan
- 15 Rating information
- 16 Summary of other strategies

Proposed Budget

14. Strategic resource plan

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

14.1 Plan development

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

Council has prepared a SRP for the four years 2017/18 to 2020/21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

Objective	Measure
<u>Service levels</u> 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.	Allowance for continuity of services included within the annual budgets throughout the plan period.
<u>Asset renewal</u> 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.	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.
<u>Operating performance</u> We will ensure that Council generates sufficient ongoing income to fund its services and capital works commitments over the longer term.	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.
<u>Cash and liquidity</u> We will ensure Council holds sufficient cash and other assets in order to meet payment obligations to suppliers and employees.	Achieve a working capital ratio of at least 1.1 : 1 throughout the plan.

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

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

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

14.2 Financial resources

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

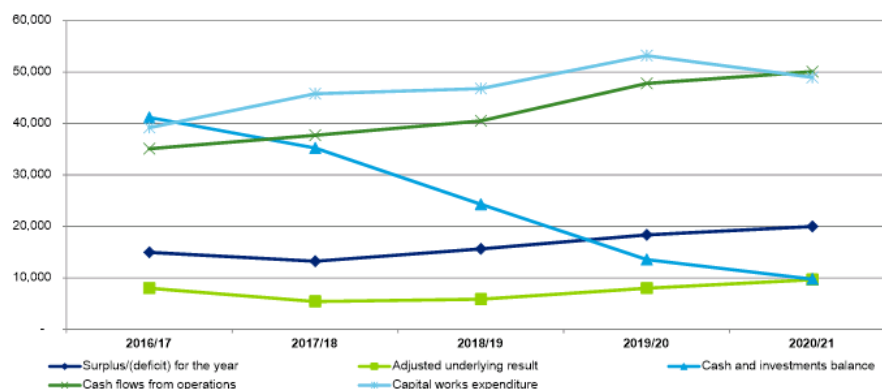
	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections 2018/19 2019/20 2020/21 \$'000			Trend +/-
Surplus/(deficit) for the year	14,969	13,215	15,640	18,339	19,977	+
Adjusted underlying result	8,003	5,404	5,848	7,991	9,644	+
Cash and investments balance	41,186	35,241	24,307	13,580	9,755	-
Cash flows from operations	35,087	37,698	40,513	47,785	50,050	+
Capital works expenditure	39,185	45,797	46,790	53,193	48,977	+

Key to Forecast Trend:

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

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

Financial resources (\$'000)



The key outcomes of the SRP are as follows:

- **Financial sustainability (Section 11)** - Cash and investments is forecast to decrease over the four year period from \$35.24 million to \$9.64 million, which reflects Council's intention to undertake a capital works program future years where the funding and financing mechanisms are yet to be adopted by Council. Should Council enter into borrowings for the delivery of large scale intergenerational assets, then the cash and investments balance will not decrease to the extent shown above. It should be noted that the main impact of cash depletion in the 2018/19 and 2019/20 financial years is driven by a capital works program that includes the construction of the Multisports Stadium and commencement of works at the Northcote Aquatic and Recreation Centre being funded from Council's cash reserves.
- **Rating levels (Section 15)** - Modest rate increases are forecast over the four years at an average of 2.2%.
- **Service delivery strategy (Section 16)** - Service levels have been maintained for 2017/18 but with the introduction of capped rates increases, service reviews will need to be undertaken across all services to establish sustainable service levels in future years. Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result sees Council continue to achieve modest underlying surpluses over the forward four year period. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- **Borrowing strategy (Section 16)** - Borrowings are forecast to remain at \$0 from 2016/17 to \$0 in 2020/21 and this will need to be reassessed annually given the diminishing cash position highlighted above, particularly as the impact of rate capping is felt on the delivery of the capital works program and the delivery of intergenerational assets as described in the financial

sustainability section above. It should be noted that Council is considering the implementation of Climate Change Action Plan which may include an extension of the Solar Savers program that may be funded through borrowings in amounts reflective of the community demand.

- **Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$194.76 million at an average of \$48.69 million.

15. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 72.8% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Victorian community.

However, it has been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality.

The State Government has introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2017/18, 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.

Council's cost increases for 2017/18 driven by wage increases set under relevant industrial agreements, contract price increases, and increased compliance costs have been limited to 1.6%.

The Council-funded rate rebate, raised to \$150 in 2015/16 will continue to be provided to residential pensioner ratepayers in 2017/18 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 proper development of the municipal district, in accordance with section 169 of the Act.

Total rates and charges raised will be \$123.78 million, including an allowance of supplementary rates on new developments and service charges for the optional green waste service. 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 \$1.12 million in 2017/18, with special charge scheme rates for retail activity areas forecast to be \$0.34 million. The green waste collection service charge of \$2.40 million is included in rates and charges for the 2017/18 year.

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 Darebin.

In order 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.

15.2 Current year rates and charges

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2017.

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Year	General rate increase	Green waste increase	Total rates Raised
	%	%	\$'000
2016/17	2.5%	3.0%	120,648
2017/18	2.0%	3.0%	123,775
2018/19	2.2%	3.0%	127,546
2019/20	2.2%	3.0%	131,399
2020/21	2.2%	3.0%	135,334

15.3 Rating structure

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

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

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

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

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis.

The existing rating structure comprises six differential rates (residential, business, vacant residential, vacant business, mixed use occupancy, and vacant retail), and a rate concession for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to levy the rate for recreational lands at "such amount as the municipal council thinks reasonable having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit to the community derived from such recreational lands".

The business rate is set at 175% of the residential rate, the rate concession for recreational land is set at 50% of the commercial rate, the residential vacant land rate is set at 300% of the residential rate, the vacant business land rate is set at 400% of the residential rate, mixed use occupancy land is set at 140% of the residential rate, and vacant retail land is set at 400% of the residential rate. Council also levies green waste charge as allowed under the Act.

The following table summarises the rates to be determined for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in Section 7 'Statutory Disclosures'.

Rate Type	How applied	Actual 2016/17	Budget 2017/18	Total raised \$'000	Change
Residential	Cents / \$ CIV	0.2330032	0.2376631	96,645	2.0%
Commercial	Cents / \$ CIV	0.4077557	0.4159105	21,007	2.0%
Vacant residential	Cents / \$ CIV	0.6990100	0.7129894	425	2.0%
Vacant business	Cents / \$ CIV	0.9320130	0.9506526	658	2.0%
Mixed use occupancy	Cents / \$ CIV	0.3262045	0.3327284	1,137	2.0%
Vacant retail	Cents / \$ CIV	0.9320130	0.9506526	64	2.0%
Recreational	Cents / \$ CIV	0.2038780	0.2079553	32	2.0%
Total				119,968	

Council has adopted a formal *Rating Strategy* that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.

16. Summary of other strategies

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

16.1 Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 14), borrowings was identified as an important funding source for capital works programs. 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, it is timely to reconsider the issue of borrowings.

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

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

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

Any future borrowings will be considered carefully in accordance with sound financial management principles and the ability of Council to meet the relevant prudential requirements for borrowing set out by State Government. The relevant State Government prudential requirements for borrowing are set out below:

Prudential ratio	Calculation	Rationale	State Govt Limit
Liquidity (working capital)	Current Assets : 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.

For the 2017/18 year, Council has decided not to take out new borrowings for the delivery of the capital works program as it can be effectively and prudently funded through existing cash reserves. While it is likely that in future years borrowings will be required to fund future intergenerational infrastructure initiatives, such as the Northcote Aquatic and Recreation Centre redevelopment, and

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the implementation of further Solar Saver programs, the following table shows no future proposed borrowings based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowings	Principal Paid	Interest Paid	Balance 30 June
	\$'000	\$'000	\$'000	\$'000
2016/17	-	-	-	-
2017/18	-	-	-	-
2018/19	-	-	-	-
2019/20	-	-	-	-
2020/21	-	-	-	-

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

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'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	-	-

16.2 Infrastructure

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

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

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

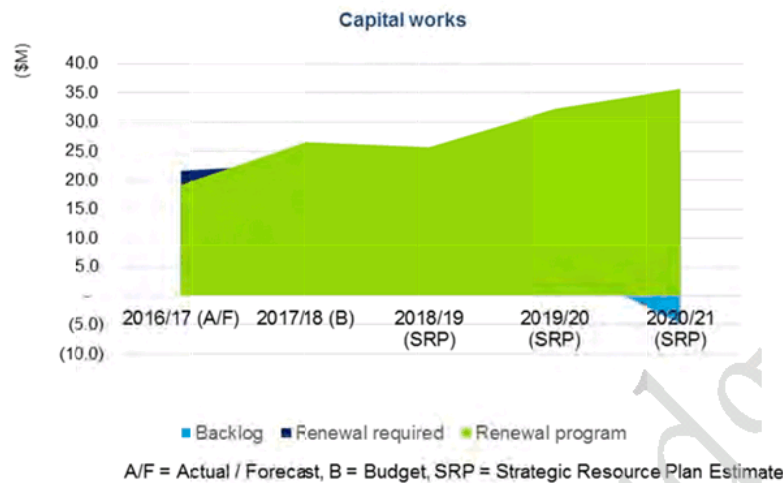
Council has demands for capital expenditure for both new assets and renewal of existing assets.

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

Year	Total Capital Program \$'000	Summary of funding sources			
		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2016/17	39,185	2,676	544	35,965	-
2017/18	45,797	2,830	1,793	41,174	-
2018/19	46,790	410	793	45,586	-
2019/20	53,193	389	1,227	51,577	-
2020/21	48,977	418	1,037	47,522	-

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The following graph indicates that total funding available for capital works exceeds depreciation in each of the four years.



In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions for public resort and recreation. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose. It is planned to increase these reserves over the Council Plan 2017-2021 by increasing own source revenue from extensions to the open space levy and the introduction of developer contributions plans. Council will consider plans to rationalise underperforming assets and assets that are no longer required to support service delivery.

16.3 Service delivery

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

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

	2017/18	2018/19	2019/20	2020/21
	%	%	%	%
Consumer Price Index	2.0%	2.3%	2.5%	2.5%
Average Weekly Earnings	2.5%	3.0%	3.5%	3.5%
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%	2.2%	2.2%	2.2%
Property growth	1.9%	1.8%	1.8%	1.8%
Wages growth	2.0%	2.3%	2.5%	2.5%
Government funding	1.5%	1.8%	2.0%	2.0%
Statutory fees	1.5%	1.8%	2.0%	2.0%
Investment return	2.9%	3.0%	3.0%	3.0%



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

Transfer Station

Waste tipping fees for inert waste are expected to rise further as the State Government has increased the levy payable upon disposal of waste at landfill. Following increases of \$53.33 per tonne since 2008/09, the fee will rise a further \$1.24 per tonne (2.3%) in 2017/18. The pricing structure currently in place for Transfer Station users will be adjusted to absorb all future cost increases.

Residential Garbage Collection

Waste tipping charges associated with the disposal of residential garbage and also growth in the number of tenements. The increased landfill levy will also increase Council's cost of residential garbage disposal.

Aged and Disability Services

Government funding for aged and disability services is expected to decrease by approximately \$0.55 million from 2016/17. This includes General Home Care, Personal Care, Respite Care and Meals.

Valuation Services

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 effective for the 2017/18 year and the next revaluation will be undertaken as at 1 January 2018.

Animal Control

The contract for the provision of animal control services has ended and with Council moving to a joint facility with Whittlesea and Moreland, new contractual arrangements will be put in place. It is expected that the cost of this service will rise from \$0.70 million to \$0.95 million per annum. This will be offset by predicted increased income from registration fees and infringements in 2017/18.

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

Year	Surplus / (Deficit) for the year	Adjusted Underlying Surplus / (Deficit)	Net Service (Cost)
	\$'000	\$'000	\$'000
2016/17	14,969	8,003	89,857
2017/18	13,215	5,404	93,711
2018/19	15,640	5,848	95,350
2019/20	18,339	7,991	97,610
2020/21	19,977	9,644	99,846

Service levels have been maintained for 2017/18 but with the introduction of capped rates increases service reviews will need to be undertaken across all services to establish sustainable service levels in future years. It is forecast that the service reviews will deliver recurrent efficiency dividends that along with other own source revenue initiatives will allow service levels to be maintained across the four years of the Council Plan 2017-2021.

Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result sees Council continue to achieve modest underlying surpluses over the forward four year period. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.

The net cost of the services provided to the community increases from \$93.71 million to \$99.87 million over the four year period.

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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 2016/17 year.

Proposed Budget

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Description	Fee Status	GST Status	2017/18 Fee incl GST \$
City Futures & Assets			
ASSET PROTECTION AND PERMITS			
Building Asset Protection			
Building asset permit	Non-Statutory	GST	340.00
Building asset permit - bond	Non-Statutory	Division 81	1,500.00
Building site compliance permit	Non-Statutory	GST	150.00
BUILDING SUPERVISION			
Any request for building approval			
Any Request under Section 29A	Statutory	Division 81	64.10
Certificate of Occupancy/Insurance Policy/Building Approval	Non-Statutory	Division 81	60.00
Particulars under Regulation 326	Statutory	Division 81	51.60
Building Documentation Fees			
A1 Copies (Per Copy)	Non-Statutory	GST	6.20
A3 Copies (Per Copy)	Non-Statutory	GST	1.50
A4 Copies (Per Copy)	Non-Statutory	GST	1.00
Commercial Building	Non-Statutory	GST	560.00
Domestic Building	Non-Statutory	GST	95.00
Building Inspections			
Other municipalities - per inspection	Non-Statutory	Division 81	300.00
Within Darebin - per inspection	Non-Statutory	GST	200.00
Building Permit Fees			
Class 1 & 10 (over \$10,000) Cost of building works - \$10,001 - \$100,000	Non-Statutory	GST	\$580.00 + 1.0% of building works
Class 1 & 10 (over \$10,000) Cost of building works - \$100,001 - \$500,000	Non-Statutory	GST	\$1,580.00 + 0.22% of building works
Class 1 & 10 (over \$10,000) Cost of building works - \$500,001 +	Non-Statutory	GST	POA
Class 10 - Cost of building works \$0 - \$5,000	Non-Statutory	GST	540.00
Class 10 - Cost of building works \$5,001 - \$10,000	Non-Statutory	GST	620.00
Commercial & Industrial Class - cost of building works - \$0 - \$10,000	Non-Statutory	GST	850.00
Commercial & Industrial Class - cost of building works - \$10,001 - \$50,000	Non-Statutory	GST	\$830 - \$3,350
Commercial & Industrial Class - cost of building works - \$50,001 - \$350,000	Non-Statutory	GST	\$3,350 - \$4,820
Commercial & Industrial Class - cost of building works - \$350,001 - \$650,000	Non-Statutory	GST	\$4,820 - \$6,700
Commercial & Industrial Class - cost of building works - \$650,001 - \$1,000,000	Non-Statutory	GST	\$6,700 - \$8,900
Commercial & Industrial Class - cost of building works - \$1,000,001+	Non-Statutory	GST	POA
Residential - cost of building works - \$0 - \$10,000	Non-Statutory	GST	770.00
Residential - cost of building works - \$10,001 - \$100,000	Non-Statutory	GST	\$810 - \$2,300
Residential - cost of building works - \$100,001 - \$1,000,000	Non-Statutory	GST	\$2,300 - \$6,350
Residential - cost of building works - \$1,000,001 +	Non-Statutory	GST	POA
Units - cost per unit residential	Non-Statutory	GST	\$800/unit or permit fee on cost
Consents and report of Council by the Municipal Building Surveyor			
Consent and report - per clause	Statutory	Division 81	256.90
Precautions over Street Alignment - application fee	Statutory	Division 81	256.90
Precautions over Street Alignment - daily charge Commercial/Residential	Non-Statutory	Division 81	3.50/m2 per week
Precautions over Street Alignment - daily charge Commercial/Residential Main Roads	Non-Statutory	Division 81	5.00/m2 per week
Precautions over Street Alignment - daily charge Domestic	Non-Statutory	Division 81	75.00
Report Only Per Clause	Non-Statutory	Division 81	375.00
Road/ROW Closure	Non-Statutory	Division 81	500.00
Demolitions			
Additional assessment fee	Non-Statutory	GST	750.00
Commercial buildings - per storey	Non-Statutory	GST	700.00
Domestic buildings - for dwelling & outbuildings	Non-Statutory	GST	600.00
Lapsed permits & inspections			

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Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Additional inspection	Non-Statutory	GST	220.00
Expired building permits (renewal)	Non-Statutory	GST	700.00
Extension of time for building permits	Non-Statutory	GST	250.00
Lapsed permit inspection	Non-Statutory	GST	250.00
Variation to Existing Building Permits	Non-Statutory	GST	300.00
Lodgement Fees			
Cost of building works over \$5,000 - Commercial	Statutory	Division 81	38.30
Cost of building works over \$5,000 - Residential	Statutory	Division 81	38.30
Microfilming			
Commercial building	Non-Statutory	GST	320.00
Domestic building	Non-Statutory	GST	150.00
Property Information Request Fees			
Property Information Fast Tracked	Non-Statutory	GST	55.00
RIGHTS OF WAY			
Right of way			
Sale of discontinued laneways establishment fee	Non-Statutory	Division 81	375.00
TRANSPORTATION PLANNING			
Car share			
Car share bay establishment fee	Non-Statutory	GST	1,100.00
Car share bay renewal fee (bi-annual)	Non-Statutory	GST	0.00
Directional signage			
Assessment of directional signage application	Non-Statutory	Division 81	150.00
Installation of directional signage	Non-Statutory	GST	225.00
Permit - Development Cycle Parking			
Cycle parking development permit condition	Non-Statutory	Division 81	360.00
Road closure permits (minor works)			
Arterial road footpath	Statutory	Division 81	81.60
Non arterial road footpath	Statutory	Division 81	81.60
Non-state arterial road	Statutory	Division 81	126.50
Other road <50 km/h	Statutory	Division 81	126.50
Road closure permits (traffic impact works)			
Arterial road footpath	Statutory	Division 81	319.60
Non arterial road footpath	Statutory	Division 81	81.60
Non-state arterial road	Statutory	Division 81	500.00
Other road <50 km/h	Statutory	Division 81	319.60
Work zones			
Assessment of work zone application	Non-Statutory	Division 81	187.21
Installation, maintenance and removal of work zone	Non-Statutory	GST	1,748.00
PROJECTS & INFRASTRUCTURE			
Engineering Service Fee			
Building over easements	Non-Statutory	GST Free	157.50
Legal point of discharge	Statutory	Division 81	65.60
Municipal road speed greater than 50kph - minor works - conducted on any part of the roadway, shoulder or pathway	Statutory	Division 81	127.80
Municipal road speed greater than 50kph - minor works - not conducted on any part of the roadway, shoulder or pathway	Statutory	Division 81	82.40
Municipal road speed greater than 50kph - work other than minor works - conducted on any part of the roadway, shoulder or pathway	Statutory	Division 81	592.10
Municipal road speed greater than 50kph - work other than minor works - not conducted on any part of the roadway, shoulder or pathway	Statutory	Division 81	322.80
Municipal road speed not more than 50kph - minor works - conducted on any part of the roadway, shoulder or pathway	Statutory	Division 81	127.80
Municipal road speed not more than 50kph - minor works - not conducted on any part of the roadway, shoulder or pathway	Statutory	Division 81	82.40
Municipal road speed not more than 50kph - work other than minor works - conducted on any part of the roadway, shoulder or pathway	Statutory	Division 81	322.80

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Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Municipal road speed not more than 50kph - work other than minor works - not conducted on any part of the roadway, shoulder or pathway	Statutory	Division 81	82.40
Subdivisional works - plan checking	Statutory	Division 81	0.75% of works
Subdivisional works - supervision	Statutory	Division 81	2.5% of works
STATUTORY PLANNING			
Administrative fees			
Retrieval of files before 2001 (1-5 files)	Non-Statutory	Division 81	30.00
Retrieval of files before 2001 (11-15 files)	Non-Statutory	Division 81	20.00
Retrieval of files before 2001 (15 plus files)	Non-Statutory	Division 81	15.00
Retrieval of files before 2001 (6-10 files)	Non-Statutory	Division 81	25.00
Scanning fees			
Digitisation A4 and A3 sheet size (flat rate)	Non-Statutory	Division 81	50.00
Digitisation Larger than A3 sheet size (flat rate)	Non-Statutory	Division 81	100.00
Digitisation combination of sheet sizes (flat rate)	Non-Statutory	Division 81	150.00
Advertising - letters			
0 - 20 letters	Non-Statutory	Division 81	160.00
100+ letters	Non-Statutory	Division 81	790.00
21 - 30 letters	Non-Statutory	Division 81	240.00
31 - 40 letters	Non-Statutory	Division 81	315.00
41 - 50 letters	Non-Statutory	Division 81	390.00
51 - 60 letters	Non-Statutory	Division 81	470.00
61 - 70 letters	Non-Statutory	Division 81	550.00
71 - 80 letters	Non-Statutory	Division 81	625.00
81 - 90 letters	Non-Statutory	Division 81	700.00
91 - 99 letters	Non-Statutory	Division 81	780.00
Per additional letter (after 10 letters)	Non-Statutory	Division 81	2.00
Advertising - site notices			
1 site notice	Non-Statutory	Division 81	125.00
2 site notices	Non-Statutory	Division 81	150.00
3 site notices	Non-Statutory	Division 81	175.00
4 + site notices	Non-Statutory	Division 81	200.00
Replacement site notice (per site notice)	Non-Statutory	Division 81	60.00
Amended plans			
Amended plans (secondary consent)	Non-Statutory	Division 81	350.00
Amended plans under section 62(3)	Statutory	Division 81	350.00
Amendment to Permit Fees			
Amend an application for a permit after notice of the application has been given under section 52 for every class of application (other than a class 4 application) set out in regulation 7	Statutory	Division 81	102.00
Amend an application to amend a permit after notice of the application has been given under section 52 for every class of application (other than a class 5 application) set out in the table in regulation 8b.	Statutory	Division 81	102.00
Application for amendments to permits under section 72			
Application (other than a class 3 or class 4) to amend a permit if the amendment is more than \$10,000 but less than \$250,000	Statutory	Division 81	604.00
Application (other than a class 4) to amend a permit if the amendment is more than \$250,000 but less than \$500,000	Statutory	Division 81	707.00
Application (other than a class 4) to amend a permit if the amendment is more than \$500,000	Statutory	Division 81	815.00
Application to amend a permit (other than a permit to develop land) to change the statement of what the permit allows, or to change conditions which apply to the permit, in any way not provided for in regulation 8B	Statutory	Division 81	502.00
Application to amend a permit (other than a permit to subdivide land) if the estimated cost is more than \$10,000 but less than \$100,000	Statutory	Division 81	239.00
Application to amend a permit (other than a permit to subdivide land) if the estimated cost is more than \$100,000	Statutory	Division 81	490.00
Application to amend a permit (to develop land) other than where the permit to develop is estimated to not cost more than \$100,000, or a permit to subdivide land if estimated cost is \$10,000 or less	Statutory	Division 81	102.00
Application to amend a permit to change use of land	Statutory	Division 81	502.00

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Description	Fee Status	GST Status	2017/18 Fee incl GST \$
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	Statutory	Division 81	386.00
Applications for permits under section 47			
Development application fee	Statutory	Division 81	502.00
Realign a common boundary between lots or consolidate land	Statutory	Division 81	386.00
Subdivide Land	Statutory	Division 81	781.00
Subdivide Land into 2 lots	Statutory	Division 81	386.00
Subdivide an Existing Building	Statutory	Division 81	386.00
To Develop Land - Single Dwelling - estimated application cost greater than \$10,000 and less than or equal to \$100,000	Statutory	Division 81	239.00
To Develop Land - Single Dwelling - estimated application cost greater than \$100,001	Statutory	Division 81	490.00
To create, vary or remove a restriction, or to create or remove a right of way	Statutory	Division 81	541.00
To create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant	Statutory	Division 81	404.00
To develop land (other than for a single dwelling per lot) - estimated application cost \$1,000,001 to \$7,000,000	Statutory	Division 81	1,153.00
To develop land (other than for a single dwelling per lot) - estimated application cost \$10,000,001 to \$50,000,000	Statutory	Division 81	8,064.00
To develop land (other than for a single dwelling per lot) - estimated application cost \$10,001 to \$250,000	Statutory	Division 81	604.00
To develop land (other than for a single dwelling per lot) - estimated application cost \$250,001 to \$500,000	Statutory	Division 81	707.00
To develop land (other than for a single dwelling per lot) - estimated application cost \$500,001 to \$1,000,000	Statutory	Division 81	815.00
To develop land (other than for a single dwelling per lot) - estimated application cost \$7,000,001 to \$10,000,000	Statutory	Division 81	4,837.00
To develop land (other than for a single dwelling per lot) - estimated application cost greater than \$50,000,000	Statutory	Division 81	16,130.00
To develop land (other than for a single dwelling per lot) - estimated application cost less than or equal to \$10,000	Statutory	Division 81	102.00
To remove a restriction in a manner which would have been lawful under the Planning and Environment act 1987 but for the existence of the restriction	Statutory	Division 81	249.00
Certification			
Certification for any other application	Statutory	Division 81	100.00
Certification for subdivision	Statutory	Division 81	\$100 plus \$20 per lot
Extensions of time			
1 new dwelling includes dwelling extensions and alterations	Non-Statutory	Division 81	180.00
10 + dwellings	Non-Statutory	Division 81	500.00
2-9 dwellings	Non-Statutory	Division 81	350.00
Commercial/Industrial	Non-Statutory	Division 81	200.00
Mixed use development	Non-Statutory	Division 81	500.00
Subdivision	Non-Statutory	Division 81	350.00
Other fees			
Photocopying (A3 documents 10 pages and over per page)	Non-Statutory	Division 81	1.00
Photocopying (A4 documents 10 pages and over per page)	Non-Statutory	Division 81	0.50
Planning enquiries	Non-Statutory	Division 81	110.00
Provide a copy of Planning Permit	Non-Statutory	Division 81	35.00
Provide a copy of an Endorsed Plan (A1- per page)	Non-Statutory	Division 81	35.00
Provide a copy of an Endorsed Plan (A4 & A3 - total set)	Non-Statutory	Division 81	35.00
Re-submission of plans to satisfy permit conditions (1st time is free)	Non-Statutory	Division 81	120.00
Section 173 Agreement			
Application to amend a Section 173 Agreement	Non-Statutory	Division 81	500.00
Application to end a Section 173 Agreement	Non-Statutory	Division 81	250.00
Operations & Environment			
ENVIRONMENTAL STRATEGY			
General Waste			
Large Bin Permits - 7-9 Occupants - 240 litre bin	Non-Statutory	Division 81	90.00
Large Bin Permits - Up to 4 Occupants - 120 litre bin	Non-Statutory	Division 81	80.00
Large Bin Permits - 5-6 Occupants - 240 litre bin	Non-Statutory	Division 81	128.00

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Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Large Bin Permits - Up to 4 Occupants - 240 litre bin	Non-Statutory	Division 81	250.00
BUNDOORA PARK			
Friends of Bundoora Park Annual Membership Fees			
Friends of Bundoora Park Annual Membership Fees Adult	Non-Statutory	GST	64.00
Friends of Bundoora Park Annual Membership Fees Family	Non-Statutory	GST	180.00
Friends of Bundoora Park Annual Membership Fees Additional child in family membership	Non-Statutory	GST	42.00
BUNDOORA PARK - COOPERS SETTLEMENT			
Casual Admission:			
Birthday Party Admission Entry	Non-Statutory	GST	6.90
Birthday Party Admission Entry - Child	Non-Statutory	GST	6.90
Casual Admission: Adult	Non-Statutory	GST	10.10
Casual Admission: Child	Non-Statutory	GST	6.90
Casual Admission: Child Hosted Parties	Non-Statutory	GST	38.00
Casual Admission: Family	Non-Statutory	GST	27.10
Casual Admission: Group 15+/Concession Adult	Non-Statutory	GST	6.90
Educational Programs:			
Educational Programs: Full day Program	Non-Statutory	GST	15.40
Educational Programs: One hour session	Non-Statutory	GST	10.50
Educational Programs: Registered Pre-School/play & kinder groups - Adult admission	Non-Statutory	GST	6.90
Recreational Programs			
Holiday Programs (external)	Non-Statutory	GST	15.40
Holiday program (internal)	Non-Statutory	GST	42.50
Jackaroo & Jillaroo 8 weeks (Price per 3hr session)	Non-Statutory	GST	20.50
Rides & Activities			
BBQ Hire	Non-Statutory	GST	13.00
Book of 10 ride tickets	Non-Statutory	GST	27.50
Community Gardens (per year)	Non-Statutory	GST	105.00
Community Gardens - Raised Plot (per year)	Non-Statutory	GST	79.00
Community Gardens Social Group Visits (50 per year)	Non-Statutory	GST	350.00
Filming (Not For Profit Organisations) - 4 hours	Non-Statutory	GST	226.00
Filming (Not For Profit/Community Organisations) - Full Day	Non-Statutory	GST	450.00
Filming Commercial - 4 hours	Non-Statutory	GST	1,000.00
Filming Commercial - Full Day	Non-Statutory	GST	1,730.00
Mobile Farm Hire (per 4 hours)	Non-Statutory	GST	1,030.00
Mobile Farm Hire (per 6 hours)	Non-Statutory	GST	1,470.00
Photo shoot (per 2 hours)	Non-Statutory	GST	126.00
Pony Rides (child 1-10 only)	Non-Statutory	GST	3.40
Tractor Ride of Discovery (adult/ child)	Non-Statutory	GST	3.40
Room Hire			
Birthday Barn - per 3 hours	Non-Statutory	GST	81.00
Booking Cancellation Fee (less than 10 working days' notice)	Non-Statutory	GST	50.00
Chapel - per 2 hours	Non-Statutory	GST	240.00
Ibis Room - per 3 hours (Birthday parties)	Non-Statutory	GST	81.00
Stables - per 3 hours	Non-Statutory	GST	81.00
BUNDOORA PARK - PUBLIC OPEN SPACE			
Public Open Space			
Cross Country large per day	Non-Statutory	GST	955.60
Cross Country small per day	Non-Statutory	GST	421.00
Dog Club Ground Rentals/Club (July to June)	Non-Statutory	GST	898.00
Rentals			
Club House Casual Hire (per day - not evenings)	Non-Statutory	GST	258.70
Reserved Picnic Area:			
May 1st to October 31st (weekdays - per day)	Non-Statutory	GST	108.00
May 1st to October 31st (weekends - per day)	Non-Statutory	GST	118.60
Note: Additional fee for electricity per site for areas 4,5,7,8	Non-Statutory	GST	93.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
November 1st to April 30th (weekdays per day)	Non-Statutory	GST	108.00
November 1st to April 30th (weekends per day)	Non-Statutory	GST	118.60
Picnic shelter hire weekends p/h	Non-Statutory	GST	91.00
BUNDOORA PARK - GOLF COURSE			
Rentals			
Golf club rentals (full year)	Non-Statutory	GST	1,625.00
DAREBIN RESOURCE RECOVERY CENTRE			
Recyclable - Residential Quantities			
Car and household batteries	Non-Statutory	GST	0.00
Clothing - Charity disposal	Non-Statutory	GST	0.00
Computer Key boards	Non-Statutory	GST	0.00
Computer peripherals	Non-Statutory	GST	0.00
Computer printers	Non-Statutory	GST	0.00
Computers	Non-Statutory	GST	0.00
Fluorescent light tubes	Non-Statutory	GST	0.00
Glass Containers	Non-Statutory	GST	0.00
PET/HDPE Plastic	Non-Statutory	GST	0.00
Paint	Non-Statutory	GST	0.00
Paper	Non-Statutory	GST	0.00
Waste disposal charge			
Any Waste - (Car boot load) Flat rate	Non-Statutory	GST	35.00
Any Waste - (Half Car boot load) Flat rate	Non-Statutory	GST	18.00
Any Waste - (Station Wagon load) Flat rate	Non-Statutory	GST	46.50
Clean Bricks - (M3)	Non-Statutory	GST	65.00
Clean Concrete - (M3)	Non-Statutory	GST	65.00
Computer monitors (No)	Non-Statutory	GST	0.00
Concrete - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	GST	65.00
Demolition & excavated material (heavy inert) - (M3)	Non-Statutory	GST	150.00
Disposal domestic gas cylinders up to 9kg	Non-Statutory	GST	8.00
Disposal domestic refrigerators/air conditioners	Non-Statutory	GST	25.00
Green Waste - (M3)	Non-Statutory	GST	75.00
Green Waste - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	GST	185.00
Heavy Inert - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	GST	140.00
Mattress/bed base (No)	Non-Statutory	GST	30.00
Minimum charge	Non-Statutory	GST	20.00
Mixed (General) Waste - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	GST	220.00
Mixed (general) waste - (M3)	Non-Statutory	GST	95.00
Televisions (No)	Non-Statutory	GST	0.00
Timber (non-compostable) - (M3)	Non-Statutory	GST	75.00
Timber Waste - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	GST	185.00
Tyre - Agriculture - Large - (No)	Non-Statutory	GST	85.00
Tyre - Agriculture - Small - (No)	Non-Statutory	GST	55.00
Tyre - Medium 4 Wheel Drive - (No)	Non-Statutory	GST	15.00
Tyre - Passenger Car - (No)	Non-Statutory	GST	12.00
Tyre - Truck - Large - (No)	Non-Statutory	GST	50.00
Tyre - Truck - Medium - (No)	Non-Statutory	GST	28.00
Tyre - Truck - Small - (No)	Non-Statutory	GST	20.00
Waste Engine oil (Litre)	Non-Statutory	GST	0.25
RESIDENTIAL GARBAGE			
Waste/Recycle			
Bin deliver, empty, clean, pick up including tipping fee	Non-Statutory	GST	38.40
Bin hire per each	Non-Statutory	GST	12.05
Bin not returned per each	Non-Statutory	GST	66.25
Green waste			
120 litre bin	Non-Statutory	Division 81	51.50
120 litre bin - pensioner	Non-Statutory	Division 81	29.80

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
240 litre bin	Non-Statutory	Division 81	97.60
240 litre bin - pensioner	Non-Statutory	Division 81	62.70
Business Recycling Service Establishment Fee	Non-Statutory	Division 81	94.50
ROADS MAINTENANCE			
Road reinstatement			
Bitumen roads (per square metre)	Statutory	GST	200.00
Concrete footpath 125 - 150mm depth (per square metre)	Statutory	GST	226.00
Concrete footpath 75mm depth (per square metre)	Statutory	GST	190.00
Deep lift asphalt road/asphalt concrete road base per square metre)	Statutory	GST	268.00
Kerb & channel (per metre)	Statutory	GST	200.00
ROAD OPENING PERMITS			
Crossing permits			
Crossing application fee	Statutory	GST	108.00
Crossing permits: industrial	Statutory	GST	210.00
Crossing permits: residential	Statutory	GST	210.00
Inspection fee			
Inspection fees	Statutory	Division 81	184.00
INFILL PLANTING			
Tree replacement due to vehicle crossing or development application			
Tree replacement due to vehicle crossing or development application Low retention value	Non-Statutory	GST	475.00
Tree replacement due to vehicle crossing or development application Medium - High retention value	Non-Statutory	GST	Depending on condition of the tree (calculated using the City of Melbourne amenity value method)
Community Development			
KEON PARK CHILDRENS HUB			
Facility Hire			
Commercial Kitchen Hire	Non-Statutory	GST	116.00
Meeting Room Darebin & non-profit organisations (per hour)	Non-Statutory	GST	16.00
Meeting Room Internal Users	Non-Statutory	GST	14.50
Meeting Room Non Darebin & Profit organisations (per hour)	Non-Statutory	GST	27.00
Multi-use Room 1 & 2 combined Darebin & non-profit organisations (per hour)	Non-Statutory	GST	32.00
Multi-use Room 1 & 2 combined Internal Users	Non-Statutory	GST	29.00
Multi-use Room 1 & 2 combined Non Darebin & Profit organisations (per hour)	Non-Statutory	GST	53.50
Multi-use Room 1 (half room) Darebin & non-profit organisations (per hour)	Non-Statutory	GST	16.00
Multi-use Room 1 (half room) Internal Users	Non-Statutory	GST	14.50
Multi-use Room 1 (half room) Non Darebin & Profit organisations (per hour)	Non-Statutory	GST	27.00
Multi-use Room 2 (half room) Darebin & non-profit organisations (per hour)	Non-Statutory	GST	16.00
Multi-use Room 2 (half room) Internal Users	Non-Statutory	GST	14.50
Multi-use Room 2 (half room) Non Darebin & Profit organisations (per hour)	Non-Statutory	GST	27.00
Other			
After hours casual staff costs (per hour)	Non-Statutory	GST	46.00
Bond for swipe card issue	Non-Statutory	OOS	100.00
Crockery only (per person)	Non-Statutory	GST	2.50
Crockery/Tea/coffee/sugar/milk (per person)	Non-Statutory	GST	2.70
Lectern/ AV	Non-Statutory	GST	106.00
Meeting Room Cleaning	Non-Statutory	GST	50.00
Tea/coffee/sugar/milk and biscuits per person	Non-Statutory	GST	3.30
INTERCULTURAL CENTRE			

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Access Card (Refundable)			
Commercial- per session	Non-Statutory	GST	20.00
Community - per session	Non-Statutory	GST	20.00
Amber Room- Office and Hot desk			
Commercial - per hour	Non-Statutory	GST	27.50
Community - per hour	Non-Statutory	GST	20.00
Blue-ray player (Pearl room only)			
Commercial- per session	Non-Statutory	GST	22.00
Community - per session	Non-Statutory	GST	17.00
Community Kitchen- (To serve food only- no cooking)			
Commercial - per meeting	Non-Statutory	GST	65.50
Community - per meeting	Non-Statutory	GST	55.00
Data Projector and screen			
Commercial- per session	Non-Statutory	GST	22.00
Community - per session	Non-Statutory	GST	17.00
Flip Chart			
Commercial- per session	Non-Statutory	GST	22.00
Community - per session	Non-Statutory	GST	17.00
Jade Room- Function Room			
Commercial - per hour	Non-Statutory	GST	33.00
Community - per hour	Non-Statutory	GST	27.50
Laptop			
Commercial- per session	Non-Statutory	GST	22.00
Community - per session	Non-Statutory	GST	17.00
Lectern with PA and fixed microphone			
Commercial- per session	Non-Statutory	GST	22.00
Community - per session	Non-Statutory	GST	17.00
Opal Room- Small Meeting Room			
Commercial - per hour	Non-Statutory	GST	27.50
Community - per hour	Non-Statutory	GST	20.00
Other			
Disposable Plates per 25 large (100% biodegradable & sustainable earth products)	Non-Statutory	GST	9.50
Disposable Plates per 50 small (100% biodegradable & sustainable earth products)	Non-Statutory	GST	11.50
Facility Cleaning Fee - minimum	Non-Statutory	GST	55.00
Kitchen Cleaning Fee - minimum	Non-Statutory	GST	55.00
Tea, coffee, milk, sugar and stirrers	Non-Statutory	GST	0.00
Pearl Room- Function Room			
Commercial - per hour	Non-Statutory	GST	33.00
Community - per hour	Non-Statutory	GST	27.50
Staffing			
Commercial- per session	Non-Statutory	GST	49.50
Community - per session	Non-Statutory	GST	38.00
Whiteboard			
Commercial- per session	Non-Statutory	GST	0.00
Community - per session	Non-Statutory	GST	0.00
DAREBIN NORTH EAST COMMUNITY HUB			
Children's space			
Commercial - playgroups only - hourly	Non-Statutory	GST	46.00
Community - hourly	Non-Statutory	GST	35.00
Community - playgroups only - hourly	Non-Statutory	GST	17.50
Computer education room			
Commercial - hourly	Non-Statutory	GST	15.00
Community - hourly	Non-Statutory	GST	11.00
Function space			
After hours casual staff - hourly	Non-Statutory	GST	46.00
Function room commercial - hourly	Non-Statutory	GST	30.00
Function room community - hourly	Non-Statutory	GST	18.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Gallery commercial - hourly	Non-Statutory	GST	30.00
Gallery community - hourly	Non-Statutory	GST	21.00
Multi-purpose room commercial - hourly	Non-Statutory	GST	21.00
Multi-purpose room community - hourly	Non-Statutory	GST	18.00
Reception room commercial - hourly	Non-Statutory	GST	23.50
Reception room community - hourly	Non-Statutory	GST	18.00
Reception, function & multi-purpose rooms commercial - hourly	Non-Statutory	GST	74.50
Reception, function & multi-purpose rooms community - hourly	Non-Statutory	GST	54.00
Meeting Room 1			
Commercial - hourly	Non-Statutory	GST	15.00
Community - hourly	Non-Statutory	GST	10.50
Meeting room 2			
Commercial - hourly	Non-Statutory	GST	9.50
Community - hourly	Non-Statutory	GST	7.50
One off charges			
AV hire commercial	Non-Statutory	GST	116.00
AV hire community	Non-Statutory	GST	52.00
Commercial kitchen	Non-Statutory	GST	115.00
General cleaning fee	Non-Statutory	GST	118.00
Other			
Crockery (cup/saucer/spoon, side plate, glass) per person	Non-Statutory	GST	2.50
Security bond \$300 - \$600	Non-Statutory	Division 81	0.00
Tea/coffee/sugar/milk and biscuits per person	Non-Statutory	GST	3.30
Tea/coffee/sugar/milk per person	Non-Statutory	GST	2.70
LIBRARY			
Digital images			
Annual fee per digital image for use on a web page	Non-Statutory	GST	0.00
Custom scanning digital image	Non-Statutory	GST	30.00
Per digital image - CDROM or Disc (300 or 600dpi) private use or research	Non-Statutory	GST	10.00
Per digital image - CDROM or Disc (300 or 600dpi) publication or commercial use	Non-Statutory	GST	25.00
Inter library loans			
Inter library loans from non-Victorian public libraries or academic libraries	Non-Statutory	GST	16.50
Library fines			
Damaged and lost books fine	Non-Statutory	GST	Replacement cost
Debt recovery fee	Non-Statutory	GST	15.00
Maximum fine per member per book	Non-Statutory	GST Free	10.00
Per day fine	Non-Statutory	GST Free	0.35
Replacement membership cards	Non-Statutory	GST	3.00
Meeting room hire			
3 hour (weekday) - commercial organisations	Non-Statutory	GST	89.00
3 hour (weekday) - non-profit organisations	Non-Statutory	GST	44.00
3 hour (weekend) - commercial organisations	Non-Statutory	GST	134.00
3 hour (weekend) - non-profit organisations	Non-Statutory	GST	76.00
6 hour (weekday) - commercial organisations	Non-Statutory	GST	142.00
6 hour (weekday) - non-profit organisations	Non-Statutory	GST	88.00
7 hour (weekend) - commercial organisations	Non-Statutory	GST	155.00
7 hour (weekend) - non-profit organisations	Non-Statutory	GST	128.00
<3 hour - weekday (per Hour) - commercial organisations	Non-Statutory	GST	40.00
<3 hour - weekday (per Hour) - non-profit organisations	Non-Statutory	GST	19.00
Per hour to 3 hours (weekend) - commercial organisations	Non-Statutory	GST	62.00
Per hour to 3 hours (weekend) - non-profit organisations	Non-Statutory	GST	30.00
Merchandise			
Drink bottles	Non-Statutory	GST	2.50
Individual book packs (per book)	Non-Statutory	GST	2.75
Library bags	Non-Statutory	GST	2.50
Printing & Copying			

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Colour (A3)	Non-Statutory	GST	3.00
Colour (A4)	Non-Statutory	GST	2.00
Scanning	Non-Statutory	GST	0.25
Standard black & white (A3)	Non-Statutory	GST	0.40
Standard black & white (A4)	Non-Statutory	GST	0.25
Storage lockers			
Double locker - commercial organisations	Non-Statutory	GST	118.00
Double locker - non-profit organisations	Non-Statutory	GST	92.00
Single locker - commercial organisations	Non-Statutory	GST	70.00
Single locker - non-profit organisations	Non-Statutory	GST	46.00
RESERVOIR COMMUNITY & LEARNING CENTRE			
Equipment Hire			
Audio visual system	Non-Statutory	GST	105.00
Lectern- stand-alone (no AV)	Non-Statutory	GST	16.00
Function Room 1			
Darebin & non-profit organisations (per hour)	Non-Statutory	GST	16.00
Internal users	Non-Statutory	GST	14.50
Non Darebin & profit organisations (per hour)	Non-Statutory	GST	27.00
Function Room 2			
Darebin & non-profit organisations (per hour)	Non-Statutory	GST	16.00
Internal users	Non-Statutory	GST	14.50
Non Darebin & profit organisations (per hour)	Non-Statutory	GST	27.00
Function Room combined (1 and 2)			
Darebin & non-profit organisations (per hour)	Non-Statutory	GST	32.00
Internal users	Non-Statutory	GST	29.00
Non Darebin & profit organisations (per hour)	Non-Statutory	GST	54.00
Meeting Room 1			
Darebin & non-profit organisations (per hour)	Non-Statutory	GST	5.50
Internal users	Non-Statutory	GST	4.50
Non Darebin & profit organisations (per hour)	Non-Statutory	GST	9.00
Meeting Room 2			
Darebin & non-profit organisations (per hour)	Non-Statutory	GST	5.50
Internal users	Non-Statutory	GST	4.50
Non Darebin & profit organisations (per hour)	Non-Statutory	GST	9.00
Meeting Room 3			
Darebin & non-profit organisations (per hour)	Non-Statutory	GST	5.50
Internal users	Non-Statutory	GST	4.50
Non Darebin & profit organisations (per hour)	Non-Statutory	GST	9.00
Meeting Room combined (1 and 2)			
Darebin & non-profit organisations (per hour)	Non-Statutory	GST	11.00
Internal users	Non-Statutory	GST Free	9.00
Non Darebin & profit organisations (per hour)	Non-Statutory	GST	18.00
Other			
After hours casual staff cost	Non-Statutory	GST	47.00
Bond \$300- \$600	Non-Statutory	Division 81	\$300- \$600
Commercial kitchen hire	Non-Statutory	GST	116.00
Crockery (cup/saucer/spoon, side plate, glass) per person	Non-Statutory	GST	2.50
RCLC cleaning fee	Non-Statutory	GST	110.00
Tea/coffee/sugar/milk and biscuits per person	Non-Statutory	GST	3.30
Tea/coffee/sugar/milk per person	Non-Statutory	GST	2.70
CIVIC SERVICES			
Other			
Audio Visual Hire (commercial hire rates) - per item	Non-Statutory	GST	48.30
Glass Hire	Non-Statutory	GST	0.50
Portable Sound System (with 3 microphones) per day	Non-Statutory	GST	272.30
Portable Stage with skirt (Commercial) per day	Non-Statutory	GST	272.30
Portable Stage with skirt (Community) per day	Non-Statutory	GST	143.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Security Deposit Bond- \$300- \$600	Non-Statutory	Division 81	0.00
Side Plates	Non-Statutory	GST	0.55
Tea & Coffee Service per cup	Non-Statutory	GST	2.70
Tea, Coffee & Biscuits Service per cup	Non-Statutory	GST	3.90
Community group rates are 77% of scheduled fee	Non-Statutory	GST	
Preston City Hall			
Mon - Fri (Day Rate) Per Hour	Non-Statutory	GST	61.70
Mon to Fri (Night Rate) Per Hour	Non-Statutory	GST	123.00
Saturday Per Hour	Non-Statutory	GST	123.00
Sunday & Public Holidays Per Hour	Non-Statutory	GST	123.00
Community group rates are 77% of scheduled fee	Non-Statutory	GST	
Preston Shire Hall			
Mon - Fri (Day Rate) Per Hour	Non-Statutory	GST	56.50
Mon to Fri (Night Rate) Per Hour	Non-Statutory	GST	117.65
Saturday Per Hour	Non-Statutory	GST	117.65
Sunday & Public Holidays Per Hour	Non-Statutory	GST	117.65
Community group rates are 77% of scheduled fee	Non-Statutory	GST	
COMMUNITY ARTS & CULTURE			
Equipment- Single Instant Marquee, Chairs and Table	Non-Statutory	GST	226.00
Small Event			
Commercial Rate- Coffee, Juice and Ice-Cream Stall	Non-Statutory	GST	72.00
Commercial Rate- Food Stall	Non-Statutory	GST	103.00
Commercial Rate- Info Stall	Non-Statutory	GST	52.00
Community Rate- Coffee, Juice and Ice-Cream Stall	Non-Statutory	GST	57.00
Community Rate- Food Stall	Non-Statutory	GST	88.00
Community Rate- Info Stall	Non-Statutory	GST	37.00
Medium Event			
Commercial Rate- Coffee, Juice and Ice-Cream Stall	Non-Statutory	GST	154.00
Commercial Rate- Food Stall	Non-Statutory	GST	207.00
Commercial Rate- Info Stall	Non-Statutory	GST	77.00
Community Rate- Coffee, Juice and Ice-Cream Stall	Non-Statutory	GST	103.00
Community Rate- Food Stall	Non-Statutory	GST	129.00
Community Rate- Info Stall	Non-Statutory	GST	57.00
Large Event			
Commercial Rate- Coffee, Juice and Ice-Cream Stall	Non-Statutory	GST	257.00
Commercial Rate- Food Stall	Non-Statutory	GST	360.00
Commercial Rate- Info Stall	Non-Statutory	GST	154.00
Community Rate- Coffee, Juice and Ice-Cream Stall	Non-Statutory	GST	154.00
Community Rate- Food Stall	Non-Statutory	GST	206.00
Community Rate- Info Stall	Non-Statutory	GST	77.00
DAREBIN ARTS & ENTERTAINMENT CENTRE			
Artwork			
Artwork sold	Non-Statutory	GST Free	11% Commission
Bonds/ Security Deposits			
Cleaning and Repair Bond (High Risk Events)	Non-Statutory	GST Free	2,200.00
Cleaning and Repair Bond (Low Risk Events)	Non-Statutory	Division 81	700.00
Equipment Hire (Functions and theatre)			
External hire and catering - administrative charge	Non-Statutory	GST	5% Surcharge on external catering and equipment hire coordinated by DAEC
Function/Meeting Room Local Artist Rate (Office Hours Only)			
Bookings more than two weeks in advance	Non-Statutory	GST	25% Discount on Community rates
General staffing (all hirers, all rooms including theatre. After hours minimum two DAEC staff required on site)			

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Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Front-of-House, Function or Technical staff - per hour / three hour minimum (Band 3)	Non-Statutory	GST	57.00
Lighting Board Operator or Sound Desk Operator FOH / Functions Supervisor per hour / 3 hrs minimum (Band 5)	Non-Statutory	GST	64.00
Performance Staffing (all rooms)			
Non-ticketed performance and competition hourly rate (front of house staffing, three hour minimum)	Non-Statutory	GST	210.00
Ticketed performance fee hourly rate (front of house staffing, three hour minimum)	Non-Statutory	GST	280.00
Room Hire (Commercial Rate - Based on minimum 4 hours)			
Foyer - 12 Hours	Non-Statutory	GST	800.00
Foyer - 4 Hours	Non-Statutory	GST	280.00
Foyer - 8 Hours	Non-Statutory	GST	560.00
Foyer - Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	GST	100.00
Full Venue (Excluding Theatre) - 12 Hours	Non-Statutory	GST	3,500.00
Grevillea Room - 12 Hours	Non-Statutory	GST	1,000.00
Grevillea Room - 4 Hours	Non-Statutory	GST	400.00
Grevillea Room - 8 Hours	Non-Statutory	GST	700.00
Grevillea Room - Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	GST	120.00
Jacaranda Room / Grevillea Room (half) / Acacia Room - 12 Hours	Non-Statutory	GST	650.00
Jacaranda Room / Grevillea Room (half) / Acacia Room - 4 Hours	Non-Statutory	GST	250.00
Jacaranda Room / Grevillea Room (half) / Acacia Room - 8 Hours	Non-Statutory	GST	450.00
Jacaranda Room / Grevillea Room (half) / Acacia Room - Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	GST	80.00
Studio - 12 Hours	Non-Statutory	GST	490.00
Studio - 4 Hours	Non-Statutory	GST	220.00
Studio - 8 Hours	Non-Statutory	GST	360.00
Studio - Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	GST	65.00
Waratah Room or Exhibition Space (excluding display of artworks) - 12 Hours	Non-Statutory	GST	300.00
Waratah Room or Exhibition Space (excluding display of artworks) - 4 Hours	Non-Statutory	GST	150.00
Waratah Room or Exhibition Space (excluding display of artworks) - 8 Hours	Non-Statutory	GST	200.00
Waratah Room or Exhibition Space (excluding display of artworks) - Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	GST	50.00
Room Hire (Commercial Rate - Based on minimum 8 hours)			
Full Venue (Excluding Theatre) - 8 Hours	Non-Statutory	GST	2,900.00
Room Hire (Commercial Rate)			
Full Venue (Excluding Theatre) - Hourly (additional to blocks)	Non-Statutory	GST	350.00
Room Hire (Non-commercial Rates/Community Groups/City of Darebin - Based on 4 hr min)			
Foyer - 12 Hours	Non-Statutory	GST	400.00
Foyer - 4 Hours	Non-Statutory	GST	165.00
Foyer - 8 Hours	Non-Statutory	GST	277.00
Foyer - Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	GST	57.00
Full Venue (Excluding Theatre) - 12 Hours	Non-Statutory	GST	2,050.00
Grevillia Room - 12 Hours	Non-Statutory	GST	560.00
Grevillia Room - 4 Hours	Non-Statutory	GST	216.00
Grevillia Room - 8 Hours	Non-Statutory	GST	390.00
Grevillia Room - Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	GST	72.00
Jacaranda Room / Grevillia Room (half) / Acacia Room - 12 Hours	Non-Statutory	GST	400.00
Jacaranda Room / Grevillia Room (half) / Acacia Room - 8 Hours	Non-Statutory	GST	275.00
Jacaranda Room / Grevillia Room (half) / Acacia Room - Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	GST	60.00
Jacaranda Room / Grevillia Room (half) / Acacia Room - 4 Hours	Non-Statutory	GST	165.00
Studio - 12 Hours	Non-Statutory	GST	290.00
Studio - 4 Hours	Non-Statutory	GST	110.00
Studio - 8 Hours	Non-Statutory	GST	190.00
Studio - Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	GST	45.00
Waratah Room or Exhibition Space (excluding display of artworks) - 12 Hours	Non-Statutory	GST	175.00
Waratah Room or Exhibition Space (excluding display of artworks) - 4 Hours	Non-Statutory	GST	67.00

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Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Waratah Room or Exhibition Space (excluding display of artworks) - 8 Hours	Non-Statutory	GST	123.00
Waratah Room or Exhibition Space (excluding display of artworks) - Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	GST	33.00
Room Hire (Non-commercial Rates/Community Groups/City of Darebin - Based on 8 hr min)			
Full Venue (Excluding Theatre) - 8 Hours	Non-Statutory	GST	1,700.00
Full Venue (Excluding Theatre) Hourly (additional to blocks)	Non-Statutory	GST	250.00
Theatre Hire			
Hourly rate (min hire 4 hrs) (includes 1 supervising technician)	Non-Statutory	GST	168.00
Darebin Arts Box Office			
Complimentary Tickets - Up to 10% - Additional comps at inside charge rate	Non-Statutory	GST	1.00
Exchange or Refund Fee - Per Ticket	Non-Statutory	GST	3.70
Inside Charge - Commercial	Non-Statutory	GST	3.30
Inside Charge - Not For Profit	Non-Statutory	GST	2.30
Inside Charge - Standard	Non-Statutory	GST	2.80
Internet Bookings	Non-Statutory	GST	3.70
Own sell Administration Charge	Non-Statutory	GST	85.00
Own sell Charge - Commercial	Non-Statutory	GST	3.80
Own sell Charge - Not For Profit	Non-Statutory	GST	2.80
Own sell Charge - Standard	Non-Statutory	GST	3.75
Phone Bookings	Non-Statutory	GST	5.00
Reprint Fee	Non-Statutory	GST	0.50
NORTHCOTE TOWN HALL PROGRAMS			
Audio Packages- Not For Profit Rate			
East wing portable audio package (daily)	Non-Statutory	GST	60.00
East wing portable audio package (weekly)	Non-Statutory	GST	150.00
Main hall audio package (weekly rate)	Non-Statutory	GST	308.00
Main hall audio package (daily rate)	Non-Statutory	GST	103.00
Studio 1 audio package (daily rate)	Non-Statutory	GST	82.00
Studio 1 audio package (weekly rate)	Non-Statutory	GST	247.00
Studio 2 audio package (daily rate)	Non-Statutory	GST	62.00
Studio 2 audio package (weekly rate)	Non-Statutory	GST	155.00
Audio Packages- Standard Rate			
East wing portable audio package (daily)	Non-Statutory	GST	100.00
East wing portable audio package (weekly)	Non-Statutory	GST	250.00
Main hall audio package (daily rate)	Non-Statutory	GST	155.00
Main hall audio package (weekly rate)	Non-Statutory	GST	462.00
Studio 1 audio package (daily rate)	Non-Statutory	GST	123.00
Studio 1 audio package (weekly rate)	Non-Statutory	GST	370.00
Studio 2 audio package (daily rate)	Non-Statutory	GST	103.00
Studio 2 audio package (weekly rate)	Non-Statutory	GST	257.00
Bonds/ Security Deposits			
Cleaning and repair bond (high risk events)	Non-Statutory	Division 81	2,200.00
Cleaning and repair bond (low risk events)	Non-Statutory	GST Free	700.00
Casual Function and Party Room Hire Fees			
East wing function rooms- not for profit rate - casual function hire (Fri, Sat & Sun) (additional hour per hour)	Non-Statutory	GST	95.00
East wing function rooms- not for profit rate - casual function hire (Fri, Sat & Sun) (up to 9 hour booking)	Non-Statutory	GST	580.00
East wing function rooms- standard rate - casual function hire (Fri, Sat & Sun) (additional hour per hour)	Non-Statutory	GST	128.00
East wing function rooms- standard rate - casual function hire (Fri, Sat & Sun) (up to 9 hour booking)	Non-Statutory	GST	740.00
Main Hall- not for profit rate - casual function hire (Fri, Sat & Sun) (additional hour per hour)	Non-Statutory	GST	108.00
Main Hall- not for profit rate - casual function hire (Fri, Sat & Sun) (up to 9 hour booking)	Non-Statutory	GST	658.00
Main Hall- standard rate - casual function hire (Fri, Sat & Sun) (additional hour per hour)	Non-Statutory	GST	195.00
Main Hall- standard rate - casual function hire (Fri, Sat & Sun) (up to 9 hour booking)	Non-Statutory	GST	1,215.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Kitchen Hire			
1st floor - not for profit	Non-Statutory	GST	77.00
1st floor - standard rate	Non-Statutory	GST	105.00
Main Hall - not for profit	Non-Statutory	GST	154.00
Main Hall - standard rate	Non-Statutory	GST	205.00
Roof top - not for profit	Non-Statutory	GST	77.00
Roof top - standard rate	Non-Statutory	GST	105.00
Large Rooms (FFR2A&B, Roof Top)			
Not for profit rate - casual	Non-Statutory	GST	60.00
Not for profit rate - weekly booking 3 or more	Non-Statutory	GST	31.00
Standard rate - casual	Non-Statutory	GST	74.00
Standard rate - weekly booking 3 or more	Non-Statutory	GST	40.00
Lighting Packages- Not For Profit Rate			
Main Hall Function Lighting Package A (daily rate)	Non-Statutory	GST	180.00
Main Hall Function Lighting Package A (weekly rate)	Non-Statutory	GST	720.00
Main Hall Function Lighting Package B (daily rate)	Non-Statutory	GST	120.00
Main Hall Function Lighting Package B (weekly rate)	Non-Statutory	GST	480.00
Main Hall Function Lighting Package C (daily rate)	Non-Statutory	GST	300.00
Main Hall Function Lighting Package C (weekly rate)	Non-Statutory	GST	1,200.00
Main Hall Performance Lighting Package A (daily rate)	Non-Statutory	GST	700.00
Main Hall Performance Lighting Package A (weekly rate)	Non-Statutory	GST	2,800.00
Main Hall Performance Lighting Package B (daily rate)	Non-Statutory	GST	380.00
Main Hall Performance Lighting Package B (weekly rate)	Non-Statutory	GST	1,520.00
Main Hall Performance Lighting Package C (daily rate)	Non-Statutory	GST	220.00
Main Hall Performance Lighting Package C (weekly rate)	Non-Statutory	GST	880.00
Main Hall Performance Lighting Package D (daily rate)	Non-Statutory	GST	180.00
Main Hall Performance Lighting Package D (weekly rate)	Non-Statutory	GST	720.00
Studio 1 Lighting package (daily rate)	Non-Statutory	GST	123.00
Studio 1 Lighting package (weekly rate)	Non-Statutory	GST	493.00
Studio 2 Lighting package (daily rate)	Non-Statutory	GST	103.00
Studio 2 Lighting package (weekly rate)	Non-Statutory	GST	410.00
Lighting Packages- Standard Rate			
Main Hall Function Lighting Package A (daily rate)	Non-Statutory	GST	205.00
Main Hall Function Lighting Package A (weekly rate)	Non-Statutory	GST	800.00
Main Hall Function Lighting Package B (daily rate)	Non-Statutory	GST	150.00
Main Hall Function Lighting Package B (weekly rate)	Non-Statutory	GST	450.00
Main Hall Function Lighting Package C (daily rate)	Non-Statutory	GST	350.00
Main Hall Function Lighting Package C (weekly rate)	Non-Statutory	GST	1,050.00
Main Hall Performance Lighting Package A (daily rate)	Non-Statutory	GST	750.00
Main Hall Performance Lighting Package A (weekly rate)	Non-Statutory	GST	3,000.00
Main Hall Performance Lighting Package B (daily rate)	Non-Statutory	GST	400.00
Main Hall Performance Lighting Package B (weekly rate)	Non-Statutory	GST	1,600.00
Main Hall Performance Lighting Package C (daily rate)	Non-Statutory	GST	250.00
Main Hall Performance Lighting Package C (weekly rate)	Non-Statutory	GST	1,000.00
Main Hall Performance Lighting Package D (daily rate)	Non-Statutory	GST	200.00
Main Hall Performance Lighting Package D (weekly rate)	Non-Statutory	GST	800.00
Studio 1 Lighting package (daily rate)	Non-Statutory	GST	154.00
Studio 1 Lighting package (weekly rate)	Non-Statutory	GST	616.00
Studio 2 Lighting package (daily rate)	Non-Statutory	GST	123.00
Studio 2 Lighting package (weekly rate)	Non-Statutory	GST	493.00
Market Stallholder Fees (4 week season)			
Main Hall - equipment provided	Non-Statutory	GST	308.00
Main Hall - no equipment	Non-Statutory	GST	267.00
Studio - equipment provided	Non-Statutory	GST	288.00
Studio - no equipment	Non-Statutory	GST	247.00
Medium Rooms (GFR2, FFR1, FFR2A, FFR2B)			
Not for profit rate - casual	Non-Statutory	GST	35.00
Not for profit rate - weekly booking 3 or more	Non-Statutory	GST	22.00
Standard rate - casual	Non-Statutory	GST	46.00

DARWIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Standard rate - weekly booking 3 or more	Non-Statutory	GST	29.00
Other Fees- staffing costs			
Bar manager	Non-Statutory	GST	56.00
Catering/duty staff	Non-Statutory	GST	50.00
FOH/ticketing manager	Non-Statutory	GST	56.00
Front-of- house, function or technical staff- per hour/ three hour minimum (Band 3)	Non-Statutory	GST	57.00
Lighting board operator or sound desk operator, FOH/functions supervisor per hour / 3 hour minimum (Band 5)	Non-Statutory	GST	64.00
Security & crowd control	Non-Statutory	GST	50.00
Technical staff	Non-Statutory	GST	50.00
Technical supervisor	Non-Statutory	GST	56.00
Usher/ticket box staff	Non-Statutory	GST	50.00
Performance / Events / Exhibitions / Festival Hire Fees			
Civic Square- Not For Profit Rate - Daily Booking	Non-Statutory	GST	190.00
Civic Square- Not For Profit Rate - Per Hour Booking	Non-Statutory	GST	43.00
Civic Square- Not For Profit Rate - Weekly Booking 7 days Mon - Sun	Non-Statutory	GST	740.00
Civic Square- Standard Rate - Daily Booking	Non-Statutory	GST	410.00
Civic Square- Standard Rate - Per Hour Booking	Non-Statutory	GST	74.00
Civic Square- Standard Rate - Weekly Booking 7 days Mon - Sun	Non-Statutory	GST	1,640.00
East Wing Large Rooms (FFR2A&B, Roof Top)- Not For Profit Rate - Daily Booking	Non-Statutory	GST	231.00
East Wing Large Rooms (FFR2A&B, Roof Top)- Not For Profit Rate - Per Hour Booking	Non-Statutory	GST	47.00
East Wing Large Rooms (FFR2A&B, Roof Top)- Not For Profit Rate - Weekly Booking 7 days Mon - Sun	Non-Statutory	GST	910.00
East Wing Large Rooms (FFR2A&B, Roof Top)- Standard Rate - Daily Booking	Non-Statutory	GST	308.00
East Wing Large Rooms (FFR2A&B, Roof Top)- Standard Rate - Per Hour Booking	Non-Statutory	GST	64.00
East Wing Large Rooms (FFR2A&B, Roof Top)- Standard Rate - Weekly Booking 7 days Mon - Sun	Non-Statutory	GST	1,212.00
Main Hall- Not For Profit Rate - Daily Booking	Non-Statutory	GST	740.00
Main Hall- Not For Profit Rate - Per Hour Booking	Non-Statutory	GST	103.00
Main Hall- Not For Profit Rate - Weekly Booking 7 days Mon - Sun	Non-Statutory	GST	2,955.00
Main Hall- Standard Rate - Daily Booking	Non-Statutory	GST	1,245.00
Main Hall- Standard Rate - Per Hour Booking	Non-Statutory	GST	160.00
Main Hall- Standard Rate - Weekly Booking 7 days Mon - Sun	Non-Statutory	GST	4,990.00
Studio Space 1- Not For Profit Rate - Daily Booking	Non-Statutory	GST	380.00
Studio Space 1- Not For Profit Rate - Per Hour Booking	Non-Statutory	GST	80.00
Studio Space 1- Not For Profit Rate - Weekly Booking 7 days Mon-Sun	Non-Statutory	GST	1,500.00
Studio Space 1- standard rate - daily booking	Non-Statutory	GST	510.00
Studio Space 1- standard rate - per hour booking	Non-Statutory	GST	103.00
Studio Space 1- standard rate - weekly booking 7 days Mon - Sun	Non-Statutory	GST	2,005.00
Studio Space 2- Standard Rate - Weekly Booking 7 days Mon - Sun	Non-Statutory	GST	1,212.00
Studio Space 2- not for profit rate - daily booking	Non-Statutory	GST	231.00
Studio Space 2- not for profit rate - per hour booking	Non-Statutory	GST	47.00
Studio Space 2- not for profit rate - weekly booking 7 days Mon - Sun	Non-Statutory	GST	910.00
Studio Space 2- standard rate - daily booking	Non-Statutory	GST	308.00
Studio Space 2- standard rate - per hour booking	Non-Statutory	GST	64.00
Tram Stop Stage- Not For Profit Rate - Per Hour Booking	Non-Statutory	GST	24.00
Tram Stop Stage- standard rate - per hour booking	Non-Statutory	GST	47.00
Regular Meeting and Room Hire Fees			
Late Night Surcharge per room hire that extends beyond 8pm - per hour rate	Non-Statutory	GST	13.00
Surcharge per hour for public holidays	Non-Statutory	GST	29.00
Rehearsal Fees			
Large Rooms (FFR2A&B, Roof Top)- Casual Rehearsal Room Hire - 8 hours	Non-Statutory	GST	92.00
Large Rooms (FFR2A&B, Roof Top)- Casual Rehearsal Room Hire - per hour	Non-Statutory	GST	24.00
Main Hall Casual Rehearsal Room Hire - 8 hours	Non-Statutory	GST	140.00
Main Hall Casual Rehearsal Room Hire - per hour	Non-Statutory	GST	35.00
Medium Rooms (GFR2, FFR1, FFR2A, FFR2B)- Casual Rehearsal	Non-Statutory	GST	76.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Room Hire - 8 hours			
Medium Rooms (GFR2, FFR1, FFR2A, FFR2B)- Casual Rehearsal Room Hire - per hour	Non-Statutory	GST	20.00
Small Rooms (GFR1, FFR3)- Casual Rehearsal Room Hire - 8 hours	Non-Statutory	GST	53.00
Small Rooms (GFR1, FFR3)- Casual Rehearsal Room Hire - per hour	Non-Statutory	GST	14.00
Studio 1- Casual Rehearsal Room Hire - 8 hours	Non-Statutory	GST	92.00
Studio 1- Casual Rehearsal Room Hire - per hour	Non-Statutory	GST	24.00
Studio 2- Casual Rehearsal Room Hire - 8 hours	Non-Statutory	GST	76.00
Studio 2- Casual Rehearsal Room Hire - per hour	Non-Statutory	GST	20.00
Small Rooms (GFR1, FFR3)			
Not for profit rate - casual	Non-Statutory	GST	28.00
Not for profit rate - weekly booking 3 or more	Non-Statutory	GST	18.00
Standard rate - casual	Non-Statutory	GST	35.00
Standard rate - weekly booking 3 or more	Non-Statutory	GST	23.00
Yearly Office Lease			
Community Hub - standard rate - \$450 per square meter, per annum	Non-Statutory	GST	10,175.00
Subcontracting service fee - per hour	Non-Statutory	GST	49.00
DONALD STREET COMMUNITY CENTRE			
Facility Hire			
Bond	Non-Statutory	Division 81	100.00
Cleaning	Non-Statutory	GST	50.00
Darebin & non-profit organisations (per hour)	Non-Statutory	GST	9.50
Internal users	Non-Statutory	GST	8.50
Non Darebin & profit organisations (per hour)	Non-Statutory	GST	21.00
RUTHVEN COMMUNITY ROOM			
Facility Hire			
Bond for swipe card issue	Non-Statutory	Division 81	100.00
Cleaning	Non-Statutory	GST	50.00
Darebin & non-profit organisations (per hour)	Non-Statutory	GST	16.00
Internal users	Non-Statutory	GST	14.50
Non Darebin & profit organisations (per hour)	Non-Statutory	GST	27.00
CLYDE STREET COMMUNITY CENTRE			
Facility Hire			
Bond	Non-Statutory	Division 81	100.00
Children's party's	Non-Statutory	GST	27.00
Cleaning	Non-Statutory	GST	50.00
Darebin & non-profit organisations (Per Hour)	Non-Statutory	GST	9.50
Internal users (Per Hour)	Non-Statutory	GST	8.50
Non Darebin or profit making organisations (Per Hour)	Non-Statutory	GST	21.00
SPORTS DEVELOPMENT PROGRAM			
Grade 1 (District)			
Additional oval shared use	Non-Statutory	GST	610.00
Additional oval sole use	Non-Statutory	GST	804.50
Shared use of oval	Non-Statutory	GST	1,096.50
Sole use of oval	Non-Statutory	GST	1,607.00
Grade 1A (Regional)			
Additional oval shared use	Non-Statutory	GST	3,084.00
Additional oval sole use	Non-Statutory	GST	4,060.00
Shared use of oval	Non-Statutory	GST	6,088.00
Sole use of oval	Non-Statutory	GST	8,115.00
Grade 2 (Local)			
Additional oval shared use	Non-Statutory	GST	555.00
Additional oval sole use	Non-Statutory	GST	731.00
Shared use of oval	Non-Statutory	GST	1,080.00
Sole use of oval	Non-Statutory	GST	1,461.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Grade 3 (Neighbourhood)			
Additional oval shared use	Non-Statutory	GST	370.00
Additional oval sole use	Non-Statutory	GST	488.00
Shared use of oval	Non-Statutory	GST	731.00
Sole use of oval	Non-Statutory	GST	975.00
Recreation Trades			
Hot air balloon operator annual fee	Non-Statutory	GST	2,710.00
Hot air balloon per casual take- off/ landing	Non-Statutory	GST	180.00
Casual Ground Allocations			
District ground hire - per day for commercial access	Non-Statutory	GST	676.00
District ground hire - per day for community access	Non-Statutory	GST	338.00
Edwardes Lake Athletics Track & Hardiman Reserve Hockey Pitch (commercial access)	Non-Statutory	GST	676.10
Edwardes Lake Athletics Track & Hardiman Reserve Hockey Pitch (community access)	Non-Statutory	GST	338.00
Neighbourhood & Local ground hire - per day for School access	Non-Statutory	GST	No Charge
Neighbourhood & Local ground hire - per day for commercial access	Non-Statutory	GST	186.00
Neighbourhood & Local ground hire - per day for community access	Non-Statutory	GST	92.50
Regional ground hire - per day for commercial access	Non-Statutory	GST	1,350.00
Regional ground hire - per day for community access	Non-Statutory	GST	676.00
FAIRFIELD COMMUNITY CENTRE			
Facility Hire			
Bond	Non-Statutory	Division 81	100.00
Cleaning	Non-Statutory	GST	50.00
Darebin and non-profit organisations (per hour)	Non-Statutory	GST	9.50
Internal users	Non-Statutory	GST	8.50
Non Darebin or profit making organisations (per hour)	Non-Statutory	GST	21.00
BATMAN PARK HALL			
Facility Hire			
Darebin & non-profit organisations (per hour)	Non-Statutory	GST	9.50
Internal users (per hour)	Non-Statutory	GST	8.50
Non Darebin or profit making organisations (per hour)	Non-Statutory	GST	21.00
RESERVOIR LEISURE CENTRE			
Family Swim and Visit Passes			
20 Visit Swim (Adult)	Non-Statutory	GST	103.00
20 Visit Swim (Child)	Non-Statutory	GST	79.00
20 Visit Swim (Concession)	Non-Statutory	GST	85.00
Family (2 Adults & 3 Child.)	Non-Statutory	GST	16.00
Family Concession	Non-Statutory	GST	14.00
Swim Entry			
Adult Swim - 16Yrs +	Non-Statutory	GST	6.00
Children under 3Yrs	Non-Statutory	GST	No Charge
Concession Swim	Non-Statutory	GST	4.70
Concession Swim - off peak	Non-Statutory	GST	3.00
Italian Ladies Swimming Night	Non-Statutory	GST	4.00
Junior Swim - 3Yrs +	Non-Statutory	GST	4.50
Spectator Entry	Non-Statutory	GST	2.00
Sporting Club Class	Non-Statutory	GST	5.50
Sporting Club Class & SSS	Non-Statutory	GST	8.50
Swim, Spa & Sauna			
Adult	Non-Statutory	GST	10.50
Birthday Parties	Non-Statutory	GST	26.00
Concession - 6am - 4pm	Non-Statutory	GST	8.50
Lockers	Non-Statutory	GST	2.50
Aerobics & Gymnasium			
Aerobics	Non-Statutory	GST	13.50
Aerobics Concession	Non-Statutory	GST	11.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Aqua Aerobics	Non-Statutory	GST	12.00
Aqua Aerobics Concession	Non-Statutory	GST	9.50
Health Club - Off Peak/Guest	Non-Statutory	GST	8.00
Health Club Casual includes all facilities	Non-Statutory	GST	20.00
Health Club Guest/concession	Non-Statutory	GST	16.00
Pilates	Non-Statutory	GST	18.00
RPM	Non-Statutory	GST	15.00
RPM Concession	Non-Statutory	GST	12.00
Aquatic			
12 months	Non-Statutory	GST	600.00
3 months	Non-Statutory	GST	220.00
Fortnight Concession	Non-Statutory	GST	18.50
Fortnightly - 12 Month contract	Non-Statutory	GST	20.50
Fortnightly - 3 month contract	Non-Statutory	GST	23.00
Fortnightly Concession - 12 month contract	Non-Statutory	GST	16.50
Monthly - 3 month contract	Non-Statutory	GST	50.00
Monthly concession	Non-Statutory	GST	40.00
Hire			
Aerobics Room	Non-Statutory	GST	50.00
All Pools - less than 90 bathers - 2 staff (30% discount to men's and women's night)	Non-Statutory	GST	340.00
Consulting Rooms	Non-Statutory	GST	500.00
Function Room	Non-Statutory	GST	40.00
Hydro Pool	Non-Statutory	GST	84.00
Lane Hire	Non-Statutory	GST	35.00
Low Use Membership - 3months spread over 12 months maximum)			
Low Use Membership - 3months spread over 12 months maximum)	Non-Statutory	GST	465.00
Memberships			
Community Health monthly (6 month intro rate)	Non-Statutory	GST	25.00
Gym Only 12 Months	Non-Statutory	GST	820.00
Gym Only 3 Months	Non-Statutory	GST	350.00
Gym Only Fortnightly - 12 month contract	Non-Statutory	GST	27.20
Gym Only Fortnightly - 3 month contract	Non-Statutory	GST	30.00
Gym Only Fortnightly Concession - 3 month contract	Non-Statutory	GST	27.30
Gym Only Fortnightly Concession - 12 month contract	Non-Statutory	GST	24.50
Neighbourhood House monthly	Non-Statutory	GST	37.00
Memberships- Health Club			
12 Month	Non-Statutory	GST	1,025.00
3 Month	Non-Statutory	GST	450.00
Fortnight Concession	Non-Statutory	GST	30.00
Fortnightly - 12 month contract	Non-Statutory	GST	34.00
Fortnightly Concession - 12 month contract	Non-Statutory	GST	27.00
Fortnightly - 3 month contract	Non-Statutory	GST	37.50
Monthly	Non-Statutory	GST	81.00
Monthly concession	Non-Statutory	GST	65.00
Staying Active			
12 months	Non-Statutory	GST	670.00
3 months	Non-Statutory	GST	265.00
Fortnightly - 12 month contract	Non-Statutory	GST	23.00
Fortnightly - 3 month contract	Non-Statutory	GST	25.50
Monthly - 3 month contract	Non-Statutory	GST	55.00
Teen Health Club			
12 months	Non-Statutory	GST	550.00
3 months	Non-Statutory	GST	205.00
Fortnightly - 12 month contract	Non-Statutory	GST	16.50
Fortnightly - 3 month contract	Non-Statutory	GST	18.50
Monthly - 3 month contract	Non-Statutory	GST	40.00
Child Care			
Occasional Care (1 Child Per Session)	Non-Statutory	GST	6.50

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Occasional Care (Additional Child)	Non-Statutory	GST	3.50
Lifeguards			
Additional lifeguards	Non-Statutory	GST	65.00
Swim Entry			
School Swim	Non-Statutory	GST	3.50
School Swim Teacher - 1 hour	Non-Statutory	GST	39.00
School Swim teacher - 45 minutes	Non-Statutory	GST	35.00
Swim Lessons			
Swim Lesson (Adult/Squad) - 45mins	Non-Statutory	GST Free	18.00
Swim Lesson (Child/Parent/Toddler) - 30mins	Non-Statutory	GST Free	13.50
Swim Lesson – Concession	Non-Statutory	GST Free	12.00
Swim Lesson - Concession - D - Debit Fortnightly (40 weeks per year)	Non-Statutory	GST Free	24.00
Swim Lesson - D - Debit Fortnightly (40 weeks per year)	Non-Statutory	GST Free	26.50
Swim Lesson Private (2 Child) - 30 mins	Non-Statutory	GST Free	53.00
Swim Lesson Private - 30min	Non-Statutory	GST Free	41.00
Swim Lesson Special Needs	Non-Statutory	GST Free	20.00
NORTHCOTE AQUATIC & REC. CENTRE			
10 Pass Cards			
Adult Swim (10)	Non-Statutory	GST	56.70
Adult Swim (10) - Concession	Non-Statutory	GST	45.00
Child Swim (10)	Non-Statutory	GST	42.30
Exercise Class (10)	Non-Statutory	GST	139.50
Exercise Class (10) - Concession	Non-Statutory	GST	121.50
Family Swim (10)	Non-Statutory	GST	150.30
Swim, Spa, Sauna (10)	Non-Statutory	GST	101.70
Swim, Spa, Sauna (10) - Concession	Non-Statutory	GST	81.90
20 Visits			
Non Members	Non-Statutory	GST	312.60
20 Visits- Child Pass			
Members	Non-Statutory	GST	107.30
Non Members	Non-Statutory	GST	203.40
20 Visits- Family Pass			
Members	Non-Statutory	GST	164.60
Aerobics			
Adult	Non-Statutory	GST	15.50
Boxing Circuit	Non-Statutory	GST	15.50
Boxing Circuit - Concession	Non-Statutory	GST	13.50
Concession	Non-Statutory	GST	13.50
Fit Ball Class	Non-Statutory	GST	15.50
Fit Ball Class - Concession	Non-Statutory	GST	13.50
Pilates	Non-Statutory	GST	15.50
Pilates - Concession	Non-Statutory	GST	13.50
Pump Class	Non-Statutory	GST	15.50
Pump Class - Concession	Non-Statutory	GST	13.50
Run Squad - Non Member	Non-Statutory	GST	7.90
Teenage	Non-Statutory	GST	7.50
Yoga	Non-Statutory	GST	15.50
Yoga - Concession	Non-Statutory	GST	13.50
Aqua			
Aqua Aerobics	Non-Statutory	GST	15.50
Aqua Aerobics - Concession	Non-Statutory	GST	13.50
Aqua Movers	Non-Statutory	GST	6.90
Aqua Memberships			
Concession joining fee	Non-Statutory	GST	69.00
Fortnightly Debit	Non-Statutory	GST	26.20
Fortnightly Debit - Concession	Non-Statutory	GST	22.30
Joining fee	Non-Statutory	GST	89.00
Carnivals			

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
25M Lane Hire per Hour (Casual)	Non-Statutory	GST	48.00
25m whole pool hire per hour	Non-Statutory	GST	135.00
50M Lane Hire per Hour (Casual)	Non-Statutory	GST	60.00
50m whole pool Hire per Hour	Non-Statutory	GST	280.00
Lifeguard Hire Rate for Carnivals	Non-Statutory	GST	35.00
Northcote Swim Club - Indoor Lane Hire Rate	Non-Statutory	GST	19.10
Northcote Swim Club - Outdoor Lane Hire Rate	Non-Statutory	GST	21.70
Casual Gym			
Access for All	Non-Statutory	GST	5.00
Active Adults	Non-Statutory	GST	6.90
Adult Gym/Swim/Spa/Steam	Non-Statutory	GST	20.60
Gym Concession	Non-Statutory	GST	17.50
Health Consultation	Non-Statutory	GST	68.10
Child Care			
Members (Per Child Per Session)	Non-Statutory	GST	6.00
Non Members (Per Child Per Session)	Non-Statutory	GST	11.30
Family Members (2 or more from same family)			
Members (Per Child Per Session)	Non-Statutory	GST	9.20
Non Members	Non-Statutory	GST	17.40
Occasional Care - 1 Child (2 hours)	Non-Statutory	GST	16.00
Gold Pass Gym/Aerobics/S/S/S)			
12 Month	Non-Statutory	GST	1,075.80
12 Month - Concession	Non-Statutory	GST	915.00
3 Month	Non-Statutory	GST	454.00
3 Month - Concession	Non-Statutory	GST	386.00
6 Month	Non-Statutory	GST	696.00
6 Month - Concession	Non-Statutory	GST	592.00
Concession joining fee	Non-Statutory	GST	89.00
Fortnightly Debit	Non-Statutory	GST	39.30
Fortnightly Debit - Concession	Non-Statutory	GST	33.40
Joining fee	Non-Statutory	GST	99.00
PrYme membership	Non-Statutory	GST	26.50
Junior Tennis Hire			
(4.00pm - 10.00 pm) half hour & weekends	Non-Statutory	GST	8.00
(4.00pm - 10.00 pm) one hour & weekends	Non-Statutory	GST	12.00
(6.00am - 4.00pm) half hour	Non-Statutory	GST	8.00
(6.00am - 4.00pm) one hour	Non-Statutory	GST	12.00
Other Fees			
Lockers	Non-Statutory	GST	2.70
Lost Locker Keys	Non-Statutory	GST	18.30
Security Pouch	Non-Statutory	GST	3.40
Personal Training			
Adrenaline - Casual	Non-Statutory	GST	15.50
Challenge Fitness Camp - Members rate	Non-Statutory	GST	162.00
Challenge Fitness Camp - Non-members rate	Non-Statutory	GST	186.00
Personal Training 1 on 1 - 30 minutes - Member	Non-Statutory	GST	40.80
Personal Training 1 on 1 - 30 minutes - Non Member	Non-Statutory	GST	51.00
Personal Training 1 on 1 - 60 minutes - Member	Non-Statutory	GST	67.70
Personal Training 1 on 1 - 60 minutes - Non Member	Non-Statutory	GST	84.60
Personal Training 2 on 1 - 30 minutes - Member	Non-Statutory	GST	61.20
Personal Training 2 on 1 - 30 minutes - Non Member	Non-Statutory	GST	76.50
Personal Training 2 on 1 - 60 minutes - Member	Non-Statutory	GST	101.55
Personal Training 2 on 1 - 60 minutes - Non Member	Non-Statutory	GST	126.90
Personal Training 3 on 1 - 30 minutes - Member	Non-Statutory	GST	71.40
Personal Training 3 on 1 - 30 minutes - Non Member	Non-Statutory	GST	89.25
Personal Training 3 on 1 - 60 minutes - Member	Non-Statutory	GST	118.50
Personal Training 3 on 1 - 60 minutes - Non Member	Non-Statutory	GST	148.00
Room Hire			
Birthday Party Room	Non-Statutory	GST	55.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Birthday Party additional instructor	Non-Statutory	GST	95.00
Birthday Party flat fee	Non-Statutory	GST	160.00
Group Fitness Studio	Non-Statutory	GST	122.80
Occasional Care Room	Non-Statutory	GST	79.40
Programme Room 2	Non-Statutory	GST	102.70
Schools Lessons- Child School Entry			
Schools T2 & T3 - Student lesson rate: Ratio 1:6	Non-Statutory	GST Free	10.60
Schools T2 & T3 - Student lesson rate: Ratio 1:7	Non-Statutory	GST Free	10.60
Schools T2 & T3 - Student lesson rate: Ratio 1:8	Non-Statutory	GST Free	9.50
Schools T2 & T3 - Student lesson rate: Ratio 1:9	Non-Statutory	GST Free	9.50
Schools T4 & T1 - Student lesson rate: Ratio 1:6	Non-Statutory	GST Free	11.10
Schools T4 & T1 - Student lesson rate: Ratio 1:7	Non-Statutory	GST Free	11.10
Schools T4 & T1 - Student lesson rate: Ratio 1:8	Non-Statutory	GST Free	10.00
Schools T4 & T1 - Student lesson rate: Ratio 1:9	Non-Statutory	GST Free	10.00
Swim Club			
Swim Club - 1 lesson per week	Non-Statutory	GST	15.50
Swim Club - 2 lesson per week	Non-Statutory	GST	27.30
Swim Club - 3 lesson per week	Non-Statutory	GST	37.10
Swim Club - 4 lesson per week	Non-Statutory	GST	44.80
Swim Club - 5 lesson per week	Non-Statutory	GST	53.00
Swim Entry			
(2 Adults & 3 Child.) concession	Non-Statutory	GST	13.40
2nd Instructor	Non-Statutory	GST	96.50
Adult Swim - 16Yrs +	Non-Statutory	GST	6.30
Casual Swim 8 am to 4pm (During School Terms)	Non-Statutory	GST	3.20
Children under 2Yrs	Non-Statutory	GST	No Charge
Concession Swim	Non-Statutory	GST	5.00
Family (2 Adults & 3 Child.)	Non-Statutory	GST	16.70
Junior Swim - 2Yrs +	Non-Statutory	GST	4.70
Non Participant Entry	Non-Statutory	GST	4.70
Swim Lesson Junior Life			
SS JLG Debit 1st	Non-Statutory	GST Free	31.50
Swim Lessons- Swim School Infants			
SS Infant Debit	Non-Statutory	GST Free	28.00
SS Preschool Debit	Non-Statutory	GST Free	28.00
Swim School Adult			
SS Adult Debit	Non-Statutory	GST Free	31.50
Swim School Primary			
SS Primary Debit	Non-Statutory	GST Free	28.00
Swim, Spa & Sauna			
Adult	Non-Statutory	GST	11.30
After Class	Non-Statutory	GST	4.40
After Entry	Non-Statutory	GST	6.10
Concession - 6am - 4pm	Non-Statutory	GST	9.10
Teenage Memberships			
Fortnightly Debit - Gold	Non-Statutory	GST	24.50
Joining Fee	Non-Statutory	GST	70.90
Tennis			
30min Private Lesson	Non-Statutory	GST	41.20
45min Private Lesson	Non-Statutory	GST	56.60
60min Private Lesson	Non-Statutory	GST	72.10
Adult Group Coaching	Non-Statutory	GST	18.00
Cardio Tennis	Non-Statutory	GST	12.40
Tennis - Hot Shots Green (10 to 12 years)	Non-Statutory	GST	18.00
Tennis - Hot Shots Orange (8 to 10 years)	Non-Statutory	GST	18.00
Tennis - Hot Shots Red (4 to 7 years)	Non-Statutory	GST	12.40
YMCA Junior Group Coaching	Non-Statutory	GST	18.00
YMCA Junior Squad Program	Non-Statutory	GST	19.00
Tennis Court Hire			

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
(4.00pm - 10.00 pm) half hour & weekends	Non-Statutory	GST	16.70
(4.00pm - 10.00 pm) one hour & weekends	Non-Statutory	GST	23.80
(6.00am - 4.00pm) half hour	Non-Statutory	GST	12.20
(6.00am - 4.00pm) one hour	Non-Statutory	GST	21.10
Five Hour Hire Card	Non-Statutory	GST	108.60
Tennis Only Memberships			
12 Month	Non-Statutory	GST	467.50
Fortnightly Debit	Non-Statutory	GST	18.95
Joining fee	Non-Statutory	GST	69.00
DAREBIN INTERNATIONAL SPORTS CENTRE			
FFV - State Football Centre			
Daily Rates Commercial Booking	Non-Statutory	GST	1,200.00
Daily Rates Community Booking	Non-Statutory	GST	600.00
Daily Rates FFV Affiliated Club	Non-Statutory	GST	750.00
Hourly Rates FFV Affiliated Club	Non-Statutory	GST	120.00
Hourly Rates Northcote FC	Non-Statutory	GST	50.00
Hourly Rates Schools (After Hours)	Non-Statutory	GST	120.00
Hourly Rates Schools (School Hours)	Non-Statutory	GST	75.00
Hourly Rates Social Booking	Non-Statutory	GST	180.00
DAREBIN COMMUNITY SPORTS STADIUM			
Facility Hire			
Golden Oldies	Non-Statutory	GST	5.70
Indoor Court Hire - Off Peak	Non-Statutory	GST	40.60
Indoor Court Hire - Peak	Non-Statutory	GST	52.40
Indoor Court Hire - Peak/ Contracted	Non-Statutory	GST	49.60
Mezzanine Hire	Non-Statutory	GST	27.75
Multi-Purpose Room Hire	Non-Statutory	GST	33.90
Outdoor Court Hire - Lights Off	Non-Statutory	GST	31.50
Outdoor Court Hire - Lights On	Non-Statutory	GST	35.00
Tennis Court Hire - Lights Off	Non-Statutory	GST	31.50
Tennis Court Hire - Lights On	Non-Statutory	GST	35.00
Programs			
Mini Roos (Casual Entry)	Non-Statutory	GST	18.00
Mini Roos (Intro Special)	Non-Statutory	GST	9.90
School Holiday Program	Non-Statutory	GST	57.00
Stadium Entry Fees			
Adult	Non-Statutory	GST	2.40
Concession (Student, Health Care Card, Pension Card)	Non-Statutory	GST	2.10
Family (2 Adults, 2 Children)	Non-Statutory	GST	6.60
NORTHCOTE GOLF COURSE			
Green Fees			
Adult 9 Holes	Non-Statutory	GST	20.00
Adults 18 Holes	Non-Statutory	GST	26.50
Concession 18 Holes	Non-Statutory	GST	22.50
Concession 9 Holes	Non-Statutory	GST	16.50
Junior 18 Holes (Weekdays Weekend & Public Holidays after midday)	Non-Statutory	GST	13.00
Junior 9 Holes (Weekdays Weekend & Public Holidays after midday)	Non-Statutory	GST	10.50
BUNDOORA PARK GOLF COURSE			
Green Fees			
18 Hole Weekends/Public Hols. (Adult)	Non-Statutory	GST	32.00
18 Hole Weekends/Public Hols. (Junior/After Midday)	Non-Statutory	GST	12.50
18 holes Weekdays (Adult)	Non-Statutory	GST	30.00
18 holes Weekdays (Concession)	Non-Statutory	GST	23.50
18 holes Weekdays after 2pm	Non-Statutory	GST	20.50
9 Hole Weekdays (Adult)	Non-Statutory	GST	20.50

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
9 Hole Weekdays (Concession)	Non-Statutory	GST	17.00
9 Hole Weekends/Public Hols. (Adult)	Non-Statutory	GST	21.00
9 Hole Weekends/Public Hols. (Junior/After Middy)	Non-Statutory	GST	10.50
Junior Promotions/Schools	Non-Statutory	GST	6.60
Practice Fairway- per hour	Non-Statutory	GST	6.00
TRANSPORT SERVICE			
Community Transport Service			
Cost of transport per client per day	Non-Statutory	GST Free	4.40
Darebin Bus (\$150 Bond)	Non-Statutory	GST Free	65.00
Internal Mini Bus Hire	Non-Statutory	GST Free	85.00
SENIOR CITIZENS CENTRES			
Room Hire			
East Preston Senior Citizens Centre Donald Street per hour	Non-Statutory	GST	9.50
Reservoir Senior Citizens Centre Wright Street per hour	Non-Statutory	GST	9.50
East Reservoir Senior Citizens Centre 7a Strathmerton Street per hour	Non-Statutory	GST	9.50
Northcote Senior Citizens Centre 18a Bent Street per hour	Non-Statutory	GST	9.50
Leinster Grove Community Centre 99 Leinster Grove per hour	Non-Statutory	GST	9.50
COMMUNITY SUPPORT PROGRAM			
Domestic Assistance			
COUPLE - over \$110,171 pa Domestic assistance - per hour	Non-Statutory	GST Free	42.00
COUPLE - under \$57,438 pa Domestic assistance - per hour	Non-Statutory	GST Free	6.80
COUPLE - over \$57,438 pa but under \$110,171 pa	Non-Statutory	GST Free	16.00
FAMILY - over \$63,633 pa but under \$113,620 pa (plus and extra \$6,196 for each additional child) Domestic assistance - per hour	Non-Statutory	GST Free	16.50
FAMILY - under \$63,633 pa (plus and extra \$6,196 for each additional child) Domestic assistance - per hour	Non-Statutory	GST Free	6.80
FAMILY with 1 child - over \$113,620 pa (plus an additional \$6,196 for each additional child) Domestic assistance - per hour	Non-Statutory	GST Free	42.00
Full Cost Domestic Assistance - per hour	Non-Statutory	GST	71.40
SINGLE - over \$37,527 pa but under \$82,412 pa Domestic assistance - per hour	Non-Statutory	GST Free	11.20
SINGLE - over \$82,412 pa Domestic assistance - per hour	Non-Statutory	GST Free	42.00
SINGLE- under \$37,527 pa Domestic assistance - per hour	Non-Statutory	GST Free	6.30
Personal Care			
COUPLE - over \$110,171 pa Personal care - per hour	Non-Statutory	GST Free	44.00
COUPLE - over \$57,438 pa but under \$110,171 pa Personal care - per hour	Non-Statutory	GST Free	10.00
COUPLE - under \$57,438 pa Personal care - per hour	Non-Statutory	GST Free	4.50
FAMILY - over \$63,633 pa but under \$113,620 pa (plus and extra \$6,196 for each additional child) Personal care - per hour	Non-Statutory	GST Free	10.00
FAMILY - under \$63,633 pa (plus and extra \$6,196 for each additional child) Personal care - per hour	Non-Statutory	GST Free	4.50
FAMILY with 1 child - over \$113,620 pa (plus an additional \$6,196 for each additional child) Personal care - per hour	Non-Statutory	GST Free	44.00
Full Cost Personal Care - per hour	Non-Statutory	GST	91.80
SINGLE - over \$37,527 pa but under \$82,412 pa Personal care - per hour	Non-Statutory	GST Free	10.00
SINGLE - over \$82,412 pa Personal care - per hour	Non-Statutory	GST Free	44.00
SINGLE- under \$37,527 pa Personal care - per hour	Non-Statutory	GST Free	4.50
Flexible Respite			
COUPLE - over \$110,171 pa Respite care (adult & children) - per hour	Non-Statutory	GST Free	41.00
COUPLE - over \$57,438 pa but under \$110,171 pa (plus and extra \$6,196 for each additional child) Respite care (adult & children) - per hour	Non-Statutory	GST Free	5.50
COUPLE - under \$57,438 pa Respite care (adult & children) - per hour	Non-Statutory	GST Free	3.60
FAMILY - over \$63,633 pa but under \$113,620 pa (plus and extra \$6,196 for each additional child) Respite care (adult & children) - per hour	Non-Statutory	GST Free	5.50
FAMILY - under \$63,633 pa (plus and extra \$6,196 for each additional child) Respite care (adult & children) - per hour	Non-Statutory	GST Free	3.60
FAMILY with 1 child - over \$113,620 pa (plus an additional \$6,196 for each additional child) Respite care (adult & children) - per hour	Non-Statutory	GST Free	41.00

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Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Full Cost Respite Care - per hour	Non-Statutory	GST	81.60
SINGLE - over \$37,527 pa but under \$82,412 pa Respite care (adult & children) - per hour	Non-Statutory	GST Free	5.50
SINGLE - over \$82,412 pa Respite care (adult & children) - per hour	Non-Statutory	GST Free	41.00
SINGLE - under \$37,527 pa Respite care (adult & children) - per hour	Non-Statutory	GST Free	3.60
Home Maintenance			
Full Cost Property Maintenance - per hour	Non-Statutory	GST	102.00
High Level Fees COUPLE - over \$109,700 pa	Non-Statutory	GST Free	54.00
High Level Fees FAMILY with 1 child - over \$115,523 pa (plus an additional \$6,065 for each additional child)	Non-Statutory	GST Free	54.00
High Level Fees SINGLE - over \$82,058 pa	Non-Statutory	GST Free	52.00
Low Level Fees COUPLE - under \$57,555 pa - per hour	Non-Statutory	GST Free	13.60
Low Level Fees FAMILY - under \$63,620 pa - per hour	Non-Statutory	GST Free	13.60
Low Level Fees SINGLE - under \$37,604 pa - per hour	Non-Statutory	GST Free	12.60
Medium Level Fees COUPLE - over \$57,555 pa but under \$109,700 pa	Non-Statutory	GST Free	20.00
Medium Level Fees FAMILY with 1 child - over \$63,620 pa but under \$115,523 pa (plus an extra \$6,065 for each additional child)	Non-Statutory	GST Free	20.00
Medium Level Fees SINGLE - over \$37,604 pa but under \$82,058 pa	Non-Statutory	GST Free	19.00
MEALS SERVICES			
Delivered Meals			
Delivered Meals Fee	Non-Statutory	GST Free	9.20
Full Cost Delivered Meal - per meal	Non-Statutory	GST	25.50
DEMENTIA CARE			
Social Support Group			
Full Cost Dementia Care - per visit	Non-Statutory	GST	60.20
Planned Activity Group High (PAG) - Per Visit	Non-Statutory	GST Free	12.50
THORNBURY EARLY YEARS CENTRE			
Facility Hire			
Darebin & non-profit Organisations (Per Hour)	Non-Statutory	GST	9.50
Internal Users (Per Hour)	Non-Statutory	GST Free	8.50
Non Darebin or Profit making Organisations (Per Hour)	Non-Statutory	GST	21.00
CENTRALISED WAITING LIST			
Application			
1st February 2017 - 31st January 2018 *Concession card holders	Non-Statutory	GST Free	0.00
1st February 2017 - 31st January 2018 Centralised Child Care Application Fee	Non-Statutory	GST Free	22.00
1st February 2017 - 31st January 2018 Centralised Kindergarten Application Fee	Non-Statutory	GST Free	22.00
1st February 2017 - 31st January 2018 Centralised Pre- Kindergarten Application Fee	Non-Statutory	GST Free	22.00
1st February 2018 - 31st January 2019 *Concession card holders	Non-Statutory	GST Free	No charge
1st February 2018 - 31st January 2019 Centralised Child Care Application Fee	Non-Statutory	GST Free	25.00
1st February 2018 - 31st January 2019 Centralised Kindergarten Application Fee	Non-Statutory	GST Free	25.00
1st February 2018 - 31st January 2019 Centralised Pre- Kindergarten Application Fee	Non-Statutory	GST Free	25.00
TOY LIBRARY SERVICE			
Fines			
January 2017 - December 2017 Miscellaneous - Fines (as of 1st Jan)	Non-Statutory	Division 81	3.20
January 2018 - December 2018 Miscellaneous - Fines (as of 1st Jan)	Non-Statutory	Division 81	3.30
Membership			
January 2017 - December 2017 Additional Toy (Small)	Non-Statutory	Division 81	2.50
January 2017 - December 2017 Additional Toy (Large)	Non-Statutory	Division 81	5.50
January 2017 - December 2017 Annual Fee (as of 1st Jan)	Non-Statutory	Division 81	45.00
January 2017 - December 2017 Grandparent	Non-Statutory	Division 81	11.00
January 2017 - December 2017 Renewal Fee - Group/Service	Non-Statutory	Division 81	65.00
January 2017 - December 2017 Student	Non-Statutory	Division 81	11.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
January 2017- December 2017 Concession Rate	Non-Statutory	Division 81	6.00
January 2018 - December 2018 Additional Toy (Large)	Non-Statutory	Division 81	5.60
January 2018 - December 2018 Additional Toy (Small)	Non-Statutory	Division 81	2.60
January 2018 - December 2018 Annual Fee (as of 1st Jan)	Non-Statutory	Division 81	47.00
January 2018 - December 2018 Concession Rate	Non-Statutory	Division 81	6.50
January 2018 - December 2018 Grandparent	Non-Statutory	Division 81	11.50
January 2018 - December 2018 Renewal Fee - Group/Service	Non-Statutory	Division 81	67.00
January 2018 - December 2018 Student	Non-Statutory	Division 81	11.50
EARLY YEARS SERVICES			
Archiving Fee			
Retrieval and return delivery fee (per box)	Non-Statutory	GST Free	21.50
Services with 0-50 enrolments (0-5 boxes per annum)	Non-Statutory	GST Free	0.00
Services with 0-50 enrolments (5+ boxes per annum)	Non-Statutory	GST Free	25.00
Services with 100+ enrolments (0-9 boxes per annum)	Non-Statutory	GST Free	0.00
Services with 100+ enrolments (9+ boxes per annum)	Non-Statutory	GST Free	25.00
Services with 50-100 enrolments (0-7 boxes per annum)	Non-Statutory	GST Free	0.00
Services with 50-100 enrolments (7+ boxes per annum)	Non-Statutory	GST Free	25.00
MATERNAL & CHILD HEALTH			
Facility Hire			
MCH PLAYGROUPS Hire Fees-Activity Room (per group)	Non-Statutory	GST Free	17.00
MCH PLAYGROUPS Room Hire Fairfield Activity room - weekends per hour	Non-Statutory	GST Free	23.00
IMMUNISATION			
Vaccine Sales			
BP Monitoring & Flu- Commercial Program (1-20 people) flat fee	Non-Statutory	GST Free	500.00
BP Monitoring & Flu- Commercial Program (21 + people) per person	Non-Statutory	GST Free	30.00
Commercial Program (travel greater than 30km from Preston)	Non-Statutory	GST Free	100.00
VACCINES- ADT	Non-Statutory	GST Free	21.00
VACCINES- Boostrix	Non-Statutory	GST Free	40.00
VACCINES- Boostrix IPV	Non-Statutory	GST Free	82.00
VACCINES- Engerix (Hepatitis B) Paediatric	Non-Statutory	GST Free	26.00
VACCINES- Engerix Hep B Adult	Non-Statutory	GST Free	29.00
VACCINES- Gardasil	Non-Statutory	GST Free	155.00
VACCINES- Hep A (per dose) Adult Havrix 1440	Non-Statutory	GST Free	82.00
VACCINES- Hep A (per dose) Paediatric Havrix 720	Non-Statutory	GST Free	48.00
VACCINES- Hep A Paed Vaqta	Non-Statutory	GST Free	48.00
VACCINES- IPOL	Non-Statutory	GST Free	48.00
VACCINES- Infanrix	Non-Statutory	GST Free	60.00
VACCINES- Infanrix Hexa	Non-Statutory	GST Free	102.50
VACCINES- Infanrix IPV	Non-Statutory	GST Free	62.00
VACCINES- Influenza	Non-Statutory	GST Free	20.00
VACCINES- Influenza- Commercial Program (1-20 people) Flat Fee	Non-Statutory	GST Free	440.00
VACCINES- Influenza- Commercial Program (21 + people) per person	Non-Statutory	GST Free	22.00
VACCINES- Menitorix	Non-Statutory	GST Free	71.50
VACCINES- Neisvac	Non-Statutory	GST Free	90.00
VACCINES- Prevenar	Non-Statutory	GST Free	156.50
VACCINES- Priorix	Non-Statutory	GST Free	41.00
VACCINES- Priorix Tetra	Non-Statutory	GST Free	76.50
VACCINES- Rotateq	Non-Statutory	GST Free	96.00
VACCINES- Twinrix (Hepatitis A & B) Adult	Non-Statutory	GST Free	84.00
VACCINES- Varilrix	Non-Statutory	GST Free	71.50
VACCINES- Zoster	Non-Statutory	GST Free	215.00
YOUTH SERVICES			
Decibels			
Equipment hire (eg PA, mics)	Non-Statutory	GST	50.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Internal technical support per hour	Non-Statutory	GST	40.00
Recording & mixing for community projects targeting under 25's (including engineer) per hour	Non-Statutory	GST	20.00
Recording and mixing for general public (including engineer) per hour	Non-Statutory	GST	60.00
Recording and mixing for under 25s (including engineer) per hour	Non-Statutory	GST	40.00
Retail sales (Decibels Records CD's)	Non-Statutory	GST	10.00
Studio/room hire	Non-Statutory	GST	30.00
FREEZA			
Major Event- ticket sales	Non-Statutory	GST	20.00
Standard Event- ticket sales	Non-Statutory	GST	5.00
Corporate Services			
REVENUE SERVICES			
Land certificate		GST Free	
Land certificates (non-urgent)	Statutory	GST Free	25.40
Land certificates (urgent)	Statutory	GST Free	50.80
Credit card fee			
Credit card fee for payment of rates - 0.33%	Non-Statutory	GST Free	0.33
VALUATION SERVICES			
Sales Register			
View Sales Register	Non-Statutory		20.00
Supplementary Fees			
Fees - Provision of supplementary valuation information (per sup. valuation)	Statutory	GST	67.04
Valuation Certificate			
Valuation Certificate	Statutory	GST Free	15.00
INSURANCES - HIRERS			
Hirers Insurance			
Casual Hirers Public Liability Scheme 11-20 People or \$15.40/8hr booking	Non-Statutory	GST	4.70
Casual Hirers Public Liability Scheme 21-30 People \$36.30 per day or part thereof	Non-Statutory	GST	39.10
Casual Hirers Public Liability Scheme 21-30 People or \$18.70/8hr booking	Non-Statutory	GST	5.90
Casual Hirers Public Liability Scheme 31-40 People \$48.40 per day or part thereof	Non-Statutory	GST	52.10
Casual Hirers Public Liability Scheme 41-50 People \$60.50 per day or part thereof	Non-Statutory	GST	65.10
Casual Hirers Public Liability Scheme Under 10 People or \$11.00/8hr booking	Non-Statutory	GST	3.60
Casual Hirers Public Liability Scheme 51-100 People \$72.60 per day or part thereof	Non-Statutory	GST	78.10
Casual Hirers Public Liability Scheme 101-500 People \$96.80 per day or part thereof	Non-Statutory	GST	104.10
Casual Hirers Public Liability Scheme 501-1000 People \$145.20 per day or part thereof	Non-Statutory	GST	156.30
Civic Governance & Compliance			
ANIMAL CONTROL			
Admin Fee for new animals	Non-Statutory	GST Free	5.00
Animal surrender (multiple animals)	Non-Statutory	GST Free	59.00
Animal surrender (single animal)	Non-Statutory	GST Free	43.00
Replacement Tags	Non-Statutory	GST Free	6.00
Pound Release Fees			
Cats (extra \$ per day of stay)	Non-Statutory	GST Free	6.00
Cats (for first day of stay)	Non-Statutory	GST Free	12.00
Dogs with identification (extra \$ per day of stay)	Non-Statutory	GST Free	12.00
Dogs with identification (for first day of stay)	Non-Statutory	GST Free	36.00
Dogs with no identification (extra \$ per day of stay)	Non-Statutory	GST Free	13.00
Dogs with no identification (for first day of stay)	Non-Statutory	GST Free	59.00
Dog Registration			
Dogs -Dangerous Dogs	Non-Statutory	GST Free	280.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Dogs -Pension Rebate - 1st Dog Free	Non-Statutory	GST Free	0.00
Dogs -Pensioner Concession - Maximum Fee	Non-Statutory	GST Free	77.00
Dogs -Pensioner Concession - Reduced Fee	Non-Statutory	GST Free	26.00
Dogs -Sterilised Dogs - Column 2 category (Domestic Animals Act)	Non-Statutory	GST Free	51.00
Dogs -Unsterilised Dogs	Non-Statutory	GST Free	155.00
Cat Registration			
Cats -Pension Rebate - 1st Cat Free	Non-Statutory	GST Free	0.00
Cats -State Concession Column 2	Non-Statutory	GST Free	15.00
Cats -Sterilised Cats	Non-Statutory	GST Free	30.00
Cats -Unsterilised Cats	Non-Statutory	GST Free	88.00
Animal Registration			
Domestic Animal Businesses	Non-Statutory	GST Free	222.00
Multiple Animal Registration	Non-Statutory	GST Free	53.00
HEALTH PROTECTION			
Assessment			
Food Act registrations - application fee	Non-Statutory	GST Free	270.00
Public Health & Wellbeing Act registrations - application fee	Non-Statutory	GST Free	125.00
Inspection			
Premises inspection fee	Non-Statutory	GST Free	210.00
Reinspection fee- repeated follow up of major non-compliance of food businesses	Non-Statutory	GST Free	210.00
Registration			
Food Act - Class 2 or 3 Out of Hours School Care	Non-Statutory	GST Free	154.00
Food Act - Class 2 or 3 Single Event Temporary/Mobile Stall, Vehicle Premises	Non-Statutory	GST Free	110.00
Food Act - Class 2 or 3 Temporary/Mobile Stall, Vehicle Premises (for 1 month operation)	Non-Statutory	GST Free	250.00
Food Act - Class 2 or 3 Temporary/Mobile Stall, Vehicle Premises (for 6 months operation)	Non-Statutory	GST Free	350.00
Food Act - registration	Non-Statutory	GST Free	0.00
Food Act registrations Class 1 & 2 - renewal of registration	Non-Statutory	GST Free	490.00
Food Act registrations Class 3 - renewal of registration	Non-Statutory	GST Free	453.00
Food Premises with additional cart, van or mobile (for each cart, van or mobile) - 50% of registration fee	Non-Statutory	GST Free	215.00
Food premises with more than 5 employees (extra \$ per employee)	Non-Statutory	GST Free	25.00
Food registration sport club/canteen (for 6 months operation) - 50% of registration fee	Non-Statutory	GST Free	215.00
Public Health & Wellbeing Act (prescribed accommodation) 4 - 10 beds	Non-Statutory	GST Free	300.00
Public Health & Wellbeing Act (prescribed accommodation) 11 - 15 beds	Non-Statutory	GST Free	350.00
Public Health & Wellbeing Act (prescribed accommodation) 16 - 20 beds	Non-Statutory	GST Free	400.00
Public Health & Wellbeing Act (prescribed accommodation) 21 - 30 beds	Non-Statutory	GST Free	450.00
Public Health & Wellbeing Act (prescribed accommodation) over 30 beds	Non-Statutory	GST Free	500.00
Public Health & Wellbeing Act - registration	Non-Statutory	GST Free	115.00
Public Health & Wellbeing Act - renewal (beauty & ear piercing)	Non-Statutory	GST Free	147.00
Public Health & Wellbeing Act - renewal (tattooing, body piercing, electrolysis, colonic irrigation)	Non-Statutory	GST Free	345.00
Public Health & Wellbeing Act Notification (Once off registration) - hairdressers and make up only	Non-Statutory	GST Free	213.00
Transfer of registration - Class 1 & 2- 50% of reg fee	Non-Statutory	GST Free	245.00
Transfer of registration - Class 3 - 50% of reg fee	Non-Statutory	GST Free	226.50
Residential Tenancies Act			
Residential Tenancies Act (Caravan Park) cost per site	Non-Statutory	GST Free	3.10
LOCAL LAWS			
Abandoned Vehicle Fees			
Release fee	Non-Statutory	GST Free	336.00
Storage fee (per day)	Non-Statutory	GST Free	41.00
Towing (per tow)	Non-Statutory	GST Free	130.00

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget

Description	Fee Status	GST Status	2017/18 Fee incl GST \$
Commercial Waste Bins			
Bin permit \$1 per litre (50L-1100L)	Non-Statutory	GST Free	\$50 - \$1,100
Fire Hazards			
Fire hazard infringement	Statutory	GST Free	1,559.00
Fire hazard removal	Non-Statutory	GST Free	370.00
Footpath Trading Permit			
Outdoor dining fees - A board	Non-Statutory	GST Free	105.00
Outdoor dining fees - application fee	Non-Statutory	GST Free	42.00
Outdoor dining fees - café screen (fixed or temp)	Non-Statutory	GST Free	147.00
Outdoor dining fees - confiscation notice release fee	Non-Statutory	GST Free	103.00
Outdoor dining fees - display of goods	Non-Statutory	GST Free	257.00
Outdoor dining fees - heaters	Non-Statutory	GST Free	46.00
Outdoor dining fees - per bench seat	Non-Statutory	GST Free	92.00
Outdoor dining fees - per chair	Non-Statutory	GST Free	26.00
Outdoor dining fees - per table	Non-Statutory	GST Free	26.00
Outdoor dining fees - permit transfer	Non-Statutory	GST Free	42.00
Outdoor dining fees - planter boxes on footpath	Non-Statutory	GST Free	46.00
Outdoor dining fees - public indemnity insurance	Non-Statutory	GST Free	30.00
Outdoor dining fees - real estate auction/open for inspection signs per agency (annual fee)	Non-Statutory	GST Free	565.00
Outdoor dining fees - umbrella	Non-Statutory	GST Free	46.00
Local Law Permits			
Itinerant traders (per year)	Non-Statutory	GST Free	1,812.00
Shopping Trolley Release Fees			
Shopping trolley release fees	Non-Statutory	GST Free	47.00
Skips on Roads			
Annual permit	Non-Statutory	GST Free	693.00
Once off permit (less than 3 placements per year)	Non-Statutory	GST Free	139.00
TRAFFIC ENFORCEMENT			
Admin Fee			
Court administration and processing	Non-Statutory	GST Free	33.00
Equipment Hire			
Equipment delivery	Non-Statutory	GST	103.00
Equipment loss/ damage	Non-Statutory	GST	41.00
Equipment pick up	Non-Statutory	GST	41.00
Fines			
Final reminder notice	Non-Statutory	GST Free	28.00
Loading Zone Clearway Offences	Statutory	GST Free	160.00
Parking Offences	Statutory	GST Free	80.00
Stopping Offences	Statutory	GST Free	95.00
Permit			
Filming Permit	Non-Statutory	GST Free	324.00
Parking Bay Permit - Commercial	Non-Statutory	GST Free	53.00
Parking Bay Permit - Residential	Non-Statutory	GST Free	23.00
Residential Parking Permit (Type 1)	Non-Statutory	GST Free	41.00
Residential Parking Permit (Type 2)	Non-Statutory	GST Free	62.00
CORPORATE INFORMATION			
Application Fee			
F.O.I. Application fee	Statutory	GST Free	28.40
Copying			
Photocopying Charge (per black and white A4 page)	Statutory	GST	0.20
Inspection Supervision			
F.O.I. Inspection Supervision per hour (to be calculated per quarter hour or part of a quarter hour)	Statutory	GST Free	21.33
Search Charge			
F.O.I. Application fee Search Charges (per hour or part of an hour)	Statutory	GST Free	21.30

Appendix B Budget processes

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

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

The 2017/18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days' notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

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

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

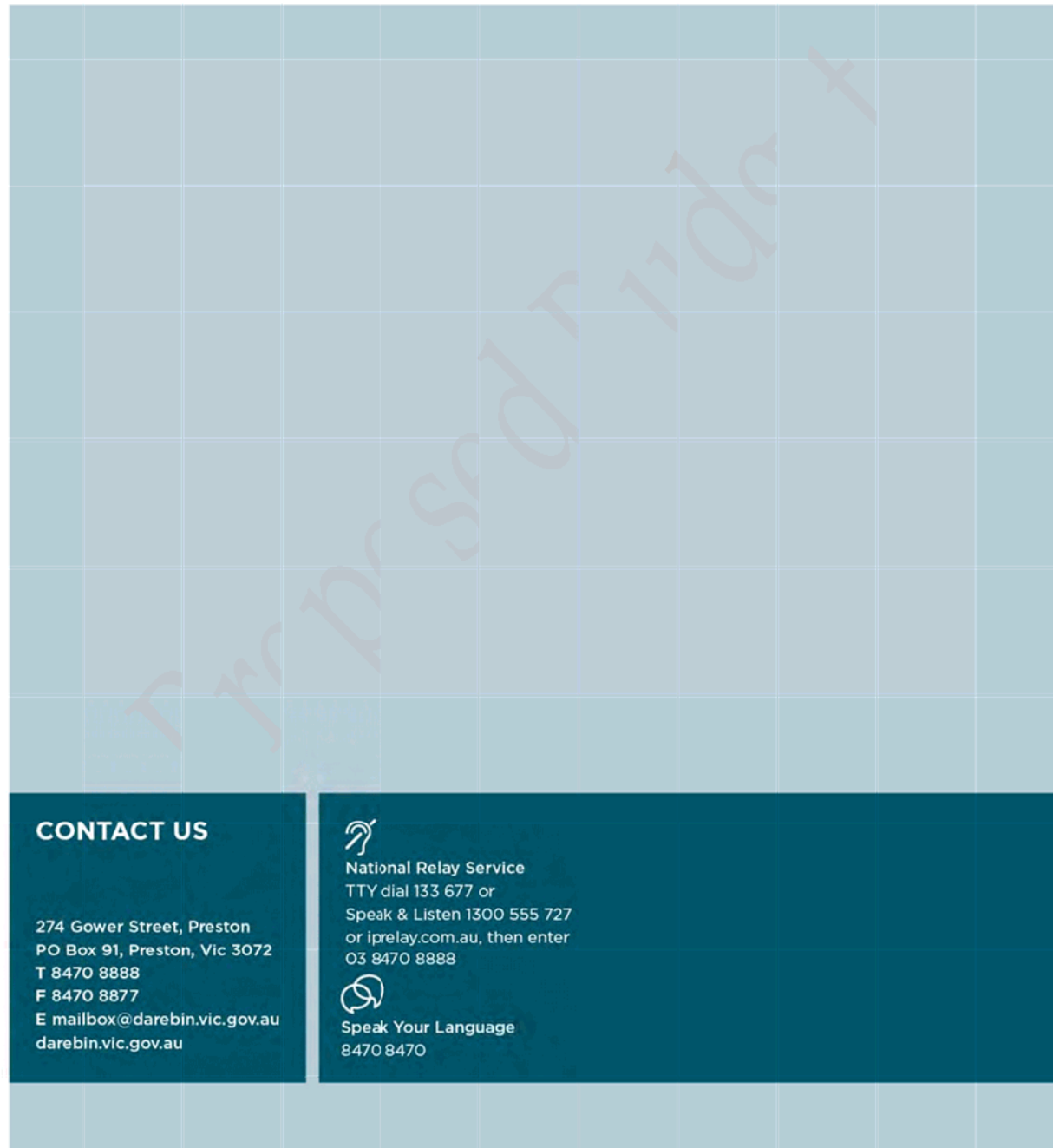
The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Officers update Council's long term financial projections	
3. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4. Council submits formal rate variation submission to ESC	Mar
5. Proposed budget(s) submitted to Council for approval	8 May
6. ESC advises whether rate variation submission successful	May
7. Public notice advising intention to adopt budget	10 May
8. Budget available for public inspection and comment	10 May
9. Public submission process undertaken	May/Jun

DAREBIN CITY COUNCIL Budget Report – 2017/18 Budget


10. Submissions period closes (28 days)	10 Jun
11. Submissions considered by Council/Committee	15 Jun
12. Budget and submissions presented to Council for adoption	22 Jun
13. Copy of adopted budget submitted to the Minister	Jul
14. Revised budget where a material change has arisen	


Proposed Budget



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TTY dial 133 677 or
Speak & Listen 1300 555 727
or iprelay.com.au, then enter
03 8470 8888

 Speak Your Language
8470 8470

4.3 DRAFT COUNCIL PLAN 2017-2021

Author: Coordinator Council Plan and Performance

Reviewed By: Director Civic Governance and Compliance

Report Background

The 'Council' is required by the *Local Government Act 1989* ('the Act') to prepare a Council Plan ('the Plan'). The Act requires that the Plan contain the strategic objectives of Council, strategies for achieving those objectives and measures to monitor the achievement of those objectives. Further, the Council Plan is required to include a Strategic Resource Plan containing, among other things, a series of standard financial statements.

Following the development of a Council Plan, Councils are required to publish a public notice of the right to make a submission in relation to the adoption of a Council Plan, and of the right to appear at (or be represented at) a meeting in support of that submission.

This report presents the proposed City of Darebin 2017-2021 Council Plan and recommends that a public notice be given in accordance with the Act.

Previous Council Resolution

This matter is not the subject of a previous Council resolution.

Previous Briefing(s)

Councillor Briefing – 6 and 27 March and 26 April 2017

Council Plan Goal/Endorsed Strategy

Goal 6 - Open and Accountable Democracy

Strategy 6.1 Good Governance

Summary

After extensive consultation with residents, businesses and other stakeholders, Council has developed a proposed Council Plan where it outlines the priorities and vision that will guide its four term. The City of Darebin faces a number of challenges in the coming years and the Council Plan sets out how council will address them. For the first time at Darebin, there is also an Action Plan that sets out in more detail how the objectives of the Council Plan will be achieved.

It is recommended that the proposed Council Plan, Action Plan and associated Strategic Resource Plan be placed on public exhibition according to section 223 of the Local Government Act. Responses to the proposed plan will be heard at a Hearing of Submissions on 15 June 2017.

Recommendation

That Council formally adopt the draft Council Plan 2017-2021 (**Appendix A**), the Action Plan 2017-2018 (**Appendix B**) and the Strategic Resource Plan (**Appendix C**) and place it on public exhibition for a period of 28 days in accordance with sections 125 and 223 of the *Local Government Act 1989*.

Introduction

Section 125 of the Local Government Act 1989 ('the Act') requires that the Darebin City Council prepare and approve a Council Plan. The Act prescribes a number of matters that must be included in the plan, and provides a right for interested parties to make a submission to Council ahead of its adoption.

Issues and Discussion

Darebin City Council launched its Council Plan consultation program in mid-2016, and began an extensive engagement process to develop a new Council Plan that would remain relevant for Council's four year term of office.

The Vision 'A greener, bolder, more connected city' and the Mission 'To preserve and improve the physical, social, environmental and economic health of our neighbourhoods, and ensure quality of life for current and future generations' were developed following an extensive program of community and stakeholder engagement and further consultation with Councillors and Advisory Committees.

In addition to an analysis of a range of customer, staff and resident satisfaction surveys, the Council Plan consultation program involved:

1. Councillor and community workshops,
2. A business survey,
3. An online community portal that allowed for interactive discussion,
4. A survey of community organisations and other stakeholders,
5. A promotion to Sporting Clubs,
6. A series of 'listening posts' at various festivals and events, and,
7. A series of staff workshops and one-on-one discussions to examine the specifics of implementing the Council Plan's strategic objectives.

The attached proposed 2017-2021 Council Plan (**Appendix A**) builds on the results of the consultation program and includes;

- a Vision and Mission for Council,
- the key challenges for Council in the future,
- Six Goals (referred to in the Act as the strategic objectives)
- A series of strategic indicators relating to each of the goals

The attached proposed Council Plan Action Plan 2017-2018 (**Appendix B**) specifies in more detail how the objectives of the Council Plan will be achieved.

The attached proposed Strategic Resource Plan (**Appendix C**) has been prepared for a four year period to guide the setting of future budgets including the 2017-2018 Annual Budget.

When adopted, the Council Plan and the Strategic Resource Plan together will form the Council Plan for the City of Darebin as required by section 125 of the Act.

Options for Consideration

The legislative requirements for public exhibition invite respondents to forward their feedback online or in the mail. Respondents are also invited to make a verbal presentation in support of their written suggestions. All feedback will be presented to Council at the Hearing of Submissions Committee meeting on 15 June 2017.

Financial and Resource Implications

The Council Plan will take the form of both an online website and a small paper summary document. The estimated cost for the production of the plan for distribution to all staff and the provision of suitable quantities made available to the public is approximately \$30,000. Provision for this amount has been included as part of the 2016/2017 Council Plan and Performance Unit's operational budget.

Risk Management

If the Council Plan and Strategic Resource Plan are not adopted by Council by the due date, then under Section 125(6) of the Act, the state government must be notified and details of the failure must be displayed in council's Annual Report.

Policy Implications

Economic Development

The draft Council Plan has a specific goal that addresses council's commitment to support and attract local businesses and industries.

Environmental Sustainability

The draft Council Plan has a specific goal that acknowledges that there is a climate emergency and outlines the strategies that are planned to mitigate its effects and reduce its causes.

Human Rights, Equity and Inclusion

The needs and inclusion of groups identified in the Equity and Inclusion policy such as; disadvantaged individuals and communities including Aboriginal and Torres Strait Islander people, refugees, people with little or no English, isolated and elderly people, people with disabilities, homeless people, and people living in poverty, have been considered in the development of the Council Plan.

Other

The proposed 2017-2021 Council Plan is a statement of Council's policy direction across all areas of operation. Following its adoption, it will influence the development of all future Council policy, and will inform Council's decision-making on an ongoing basis.

The proposed Strategic Resource Plan 2017-2021 outlines the principles used to underpin Council's long-term financial planning.

Future Actions

- The closing date for submissions in relation to the Council Plan is 5pm, Wednesday, 7 June 2017
- The Hearing of Submissions Committee will hear any submitter who requests to be heard in support of their written submission in relation to the Council Plan on Thursday, 15 June 2017.

Consultation and Advocacy

- This proposed 2017-2021 Council Plan has been developed following an extensive consultation program, which consisted of a number of elements designed to engage different parts of the Darebin community in the process. The process received a wide response from the Darebin community, with nearly 1,000 people providing a response of some kind. The consultation process is discussed in more detail in the body of this report.

The Council staff and external organisations were:

- Executive Management Team, all Managers and all other staff through intra-organisational workshops
- External organisations including schools, businesses, sports clubs, children and health services, and Centrelink

Related Documents

- *Local Government Act 1989*

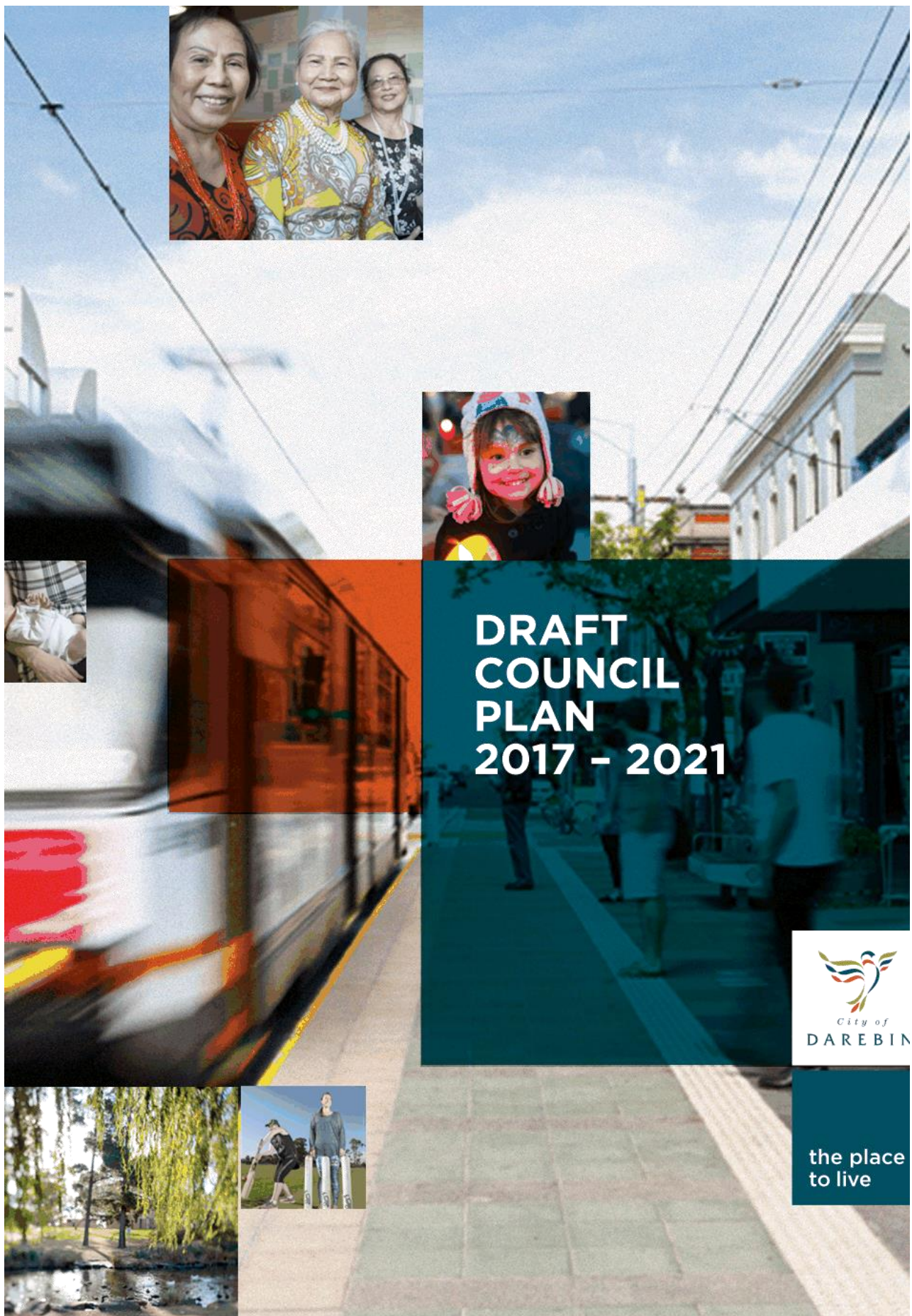
Attachments

- Draft Council Plan 2017-2021 (**Appendix A**) [↓](#)
- Draft Action Plan 2017-2018 (**Appendix B**) [↓](#)
- Draft Strategic Resource Plan (**Appendix C**) [↓](#)

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.



OUR SIX GOALS

We will be leaders in creating a sustainable city through local **innovation projects that address climate change**

We will improve the wellbeing of people in our community by **providing opportunities** for them to live their lives well

We will ensure our planning system facilitates **high quality and sustainable development** that extracts social, environmental and economic benefits for our community

We will **support and attract a diversity of local businesses and industries** by fostering an environment in which they can thrive

We will lead on **equity** and recognise **our diverse community** as our greatest asset for solving future challenges

We will be a **leading, modern, and open council** to meet our challenges, now and in the future

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 plan outlines action to meet our future challenges head on. We have listened to feedback and ideas of residents, community leaders, and businesses. We have heard that we need to find better ways to do more with less and involve the community in all our decisions. Together we can continue to build a thriving, resilient, fair city, while addressing our critical issues of climate change, population growth and growing inequality"

MEET YOUR COUNCILLORS

Rucker Ward



Cr Kim Le Cerf (Mayor)
Terms as Councillor: 2016-2020
Terms as Mayor: 2016-2017



Cr Trent McCarthy
Terms as Councillor: 2008-2012,
2012-2016, 2016-2020



Cr Susan Rennie
Term as Councillor: 2016-2020

Cazaly Ward



Cr Steph Amir
Term as Councillor: 2016-2020



Cr Lina Messina
Term as Councillor: 2016-2020



Cr Julie Williams
Term as Councillor:
2012-2016, 2016-2020

Latrobe Ward



Cr Gaetano Greco
(Deputy Mayor)
Terms as Councillor: 2008-2012,
2012-2016, 2016-2020
Terms as Mayor: 2013-2014



Cr Tim Laurence
Terms as Councillor: 1996-1997,
1998-2002, 2008-2012, 2012-2016,
2016-2020.
Terms as Mayor: 2000-2001,
2012-2013



Cr Susanne Newton
Terms as Councillor: 2016-2020

A PLAN FOR A CHANGING WORLD

Darebin is changing as Melbourne's population grows. Inner suburbs are becoming highly sought after places to live because of good transport, amenity and access to employment. Increasing density is bringing new vibrancy to Darebin: boosting our economy and attracting new services and facilities. But change is also creating challenges. Over the next four years we will face...

A climate emergency

Our changing climate is causing damage to health, property and infrastructure

A growing population

Our population will continue growing as Melbourne becomes Australia's largest city

A changing economy

Our transport, infrastructure, education and training must keep pace with the needs of our changing economy

Growing inequality

The gap between rich and poor is growing across Australia, including in Melbourne and in Darebin

Reduced funding

Reduced funding will require us to find new ways to provide more with less

A COUNCIL FOR THE FUTURE

Our Council provides high quality services and maintains amenity while balancing the budget with decreasing funds. The world is changing fast and we can no longer rely on the old ways of making savings and efficiencies. A new direction is needed. To make smarter decisions we will need to...

Know the issues facing our community

We will use research and evidence to understand the local, national and global forces impacting on our community to ensure we are agile and adaptable

Work in partnership with others to provide more with less

We will work with others to find new ways of doing things to provide more service with less

Use technology to transform our city

New technology – such as sensors that tell us when to water green spaces or turn lighting off and on, or eventually car sharing driverless vehicles that reduce our need for car parking – will help us solve some of our biggest issues

Involve our community and support their actions to address challenges

Our communities are creating solutions to our challenges themselves. Supporting them builds civic participation. Working alongside them ensures our policies are in line with what the community wants

Be courageous leaders

We can only meet the future with a vision, not only for our area, but the whole city. We will be courageous in shaping Melbourne to meet environmental, housing and congestion challenges

OUR BIG ACTIONS

we will...

Double solar power in Darebin

(Goal 1.1)

Create a new Darebin Energy Foundation — a climate emergency think tank and initiative innovator – to address climate change

(Goal 1.1)

Dramatically improve walking and cycling — with our largest ever single investment of \$6 million in our first year – to change how we travel locally

(Goal 1.2)

Advocate for better public transport – to improve the frequency, accessibility and destinations of our trains, trams and buses

(Goal 1.2)

Establish a new Darebin Nature Trust to create more open space across Darebin

(Goal 1.3)

Create a new park, playground, oval and children's hub on the site of the old Ruthven primary school in Reservoir

(Goal 2.1)

Build a multipurpose sports stadium — a premier facility for women's sport — at John Cain Memorial Park

(Goal 2.2)

Renew the Northcote Aquatic and Recreation Centre to give new life to a facility that supports the health and wellbeing of our community

(Goal 2.2)

Reimagine and revitalise seniors clubs to support active healthy ageing

(Goal 2.2)

Reinvigorate the Darebin Arts Centre — transforming it from a 'place for hire' to an innovation centre for the arts

(Goal 3.2 & 4.2)

Increase our tree canopy and urban forest to make Darebin a city in the trees

(Goal 1.3)

Expand our land subdivision levy to fund more open space

(Goal 1.3 & 3.1)

Create a developer contributions scheme to ensure developers contribute financially to our infrastructure as our population grows

(Goal 3.1)

Create a new suburb in Northland with new housing, public transport, business, employment opportunities, community facilities, creative spaces and open space

(Goal 3.1)

Use the opportunity created by the Victorian Government's removal of road and rail crossings to create more dynamic shopping strips, more open space and dramatically better city connectivity

(Goal 3.1)

Develop a plan for the re-vitalisation of central Preston incorporating housing, public transport, business, community facilities, creative spaces, open space and more attractive street scapes

(Goal 3.1)

GOAL 1

We will be leaders in creating a sustainable city through local **innovation projects that address climate change.**

Australians are amongst the biggest polluters in the world. We must urgently reduce our greenhouse emissions.

Our challenge is to lead the way by creating a city fuelled by renewable energy, with clean lungs made by green space and gardens, and where cycling is the preferred form of transport for local trips.

We will work with our community to reach this goal (see Goal 5.1).

1.1 We will become an **energy and water efficient city** and **reduce waste.**

Currently:	Over this plan we will:
We are reliant on non-renewable energy and high emissions are causing climate change	Create a Darebin Energy Foundation – a climate emergency think tank and creator of initiatives that can be scaled across communities Create and enact a local <i>Climate Emergency Plan</i> to address climate change and mitigate risks Divest from financial institutions that lend to the fossil fuel industry Make our Council buildings and car fleet more energy efficient
11% of households and 1% of businesses have a solar systems generating 18 000 kilowatts of solar	Double solar power from approximately 18 000 kilowatts to 36 000 kilowatts, including for low income households
Council uses 101 megalitres per year of storm, rain or recycled water for irrigation (of sports grounds, etc), to save drinking water	Increase Council's use of water from non-drinking water sources by 30 megalitres by 2025
We send 178 kilograms of waste per person per year to landfill – 11% of household waste could be recycled – 38% of household waste is food waste	Reduce waste to landfill by 1kg per person year-on-year, while maintaining community satisfaction with waste services above 80%



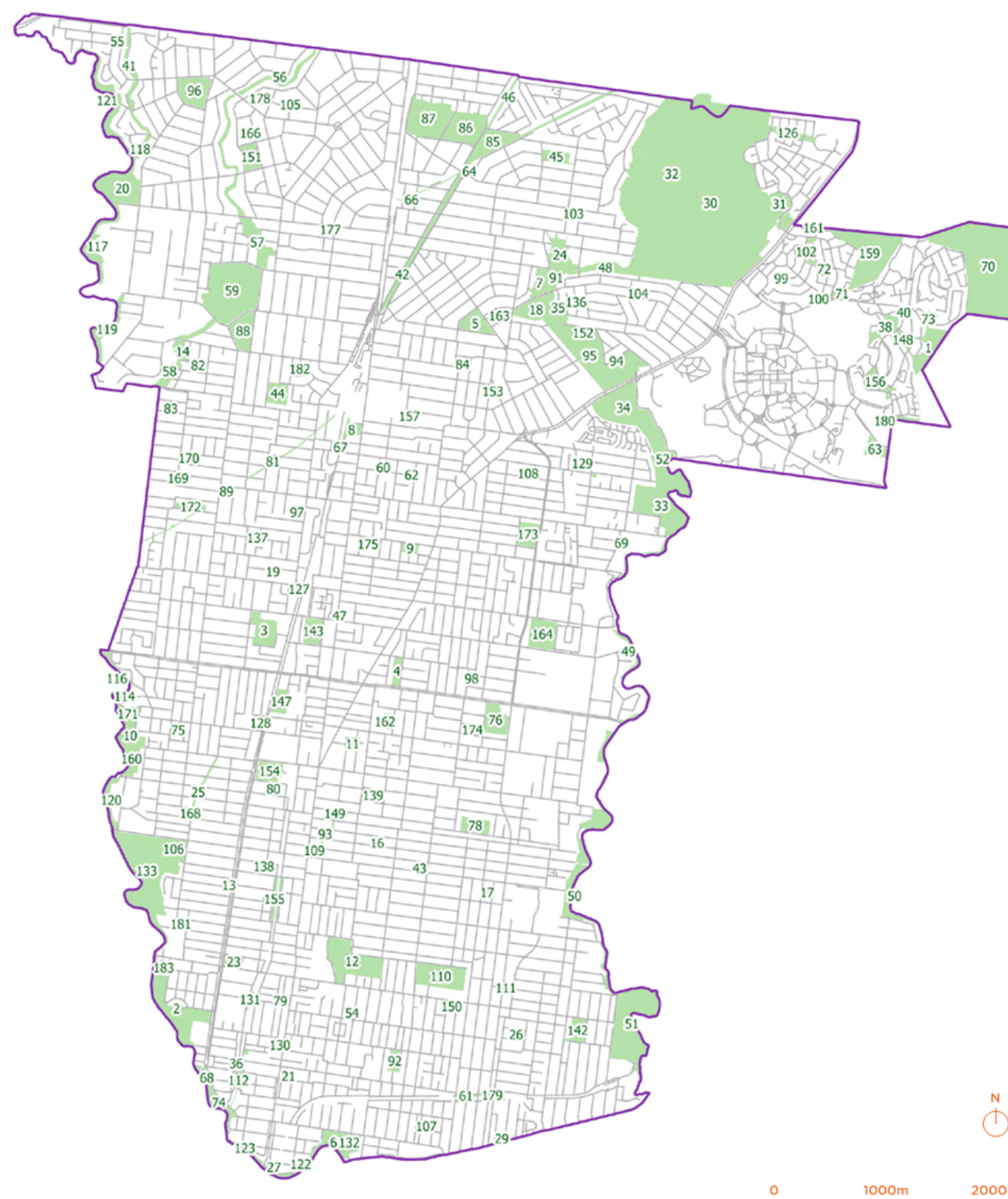
1.2 We will increase **sustainable transport** through safer streets for walking and cycling, and advocacy for public transport.

Currently:	Over this plan we will:
We are heavily reliant on cars for local trips. On average we travel 14.4 kilometres in private vehicles every day and while 82% of our residents work "locally" – 22% in Darebin, 31% in surrounding local government areas and 29% in Melbourne – 67% still travel to work by car	Reduce private vehicle use by 10% to an average of 13 kilometres per day per person by 2020 Increase car share bays from 20 to 100
We have 30 kilometres of shared pathways and 1 036 kilometres of footpaths that Council make safer through upgrades to crossings, intersections and bike lanes and by addressing missing links, pram ramps, bike parking, bike repair stations and signs	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 cars are guests and where green space, walking and cycling take priority Reduce the speed limit to 40 kilometres across 30% of the municipality Increase cycling by 12%
78% of residents are satisfied with footpath maintenance and repairs	Replace \$5.6 million of damaged footpaths and increase satisfaction with footpath maintenance to above 80% Implement our commitments under the NORTH Link Regional Trails Strategy to ensure walking and cycling routes connect throughout the north of Melbourne
Our public transport is overcrowded. Our main transport lines are increasingly congested, because of local population growth, and that of the fastest growing suburbs at the end of our lines	Advocate to the Victorian Government to: <ul style="list-style-type: none"> – 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 14 tram stops on tram route 86 to accessible "super stop" tram stops

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.

Currently:	Over this plan we will:
We have 830 hectares of open space - sporting facilities, parks and conservation bushland; 95% of residents live 500 metres from open space	Create a Darebin Nature Trust, initially capitalised with \$10 million, to increase open space and native vegetation, and ensure all residents live within 500 metres open space
88% of our residents are satisfied with the maintenance of parks, reserves and open spaces	Maintain resident satisfaction with the maintenance of parks, reserves and open spaces above 85%
We have 85 000 trees: 45 000 street trees and 40 000 trees in parks	Grow our urban forest by 7 600 trees to increase tree coverage on public land by 15%
Our waterways are classified as "in poor condition"	Install rain gardens/water sensitive urban devices to improve the condition of our waterways

MAP: Parks and open spaces



GOAL 2

We will improve the wellbeing of people in our community by **providing opportunities** for them to live their lives well.

Darebin is set to grow by at least 40 000 people in the next fifteen years

Our challenge is to maintain and extend our community’s opportunities to be healthy, participate, and connect with each other, as the population grows (link to population growth)

We make our opportunities accessible to all, including our most vulnerable (see Goal 5.1)

2.1 We will ensure **health and social services** meet our community’s needs across their life-course.

Currently:	Over this plan we will:
Overall, 87% of residents think their area has good access to community services, and an additional 6% do “sometimes”	Continue to design and invest in community services and programs to maintain overall satisfaction above 85%
We provide services for families with children: – 96% of children are fully immunised – 56% attend three year old child and maternal health checks	Maintain our high immunisation rates, and increase our health checks, through innovative approaches to communication and conversation with families Create a new park, playground, oval and children’s hub on the site of the old Ruthven primary school in Reservoir
We support and resource playgroups and run six groups for vulnerable families	Maintain support for playgroups and seek additional Victorian Government grant program funding, when available
We support our young people, with a focus on vulnerable youth, at the Northland Youth Centre, Decibels Music Studio, and through outreach programs	Transition our youth program to a skills-based approach that will help young people participate in pathways to education and employment
We deliver our aged care services within two weeks of a client plan being developed and 86% of aged and disability home services users rate our home care, personal care, respite and transport as good or very good	Review our aged and disability care services in light of Federal Government changes, and maintain short waiting times for our aged care services, keeping levels of satisfaction above 85%
We do not have public facilities for people with severe and profound disabilities	Build four ‘changing places’ fully accessible disability public toilets for people with severe and profound disabilities

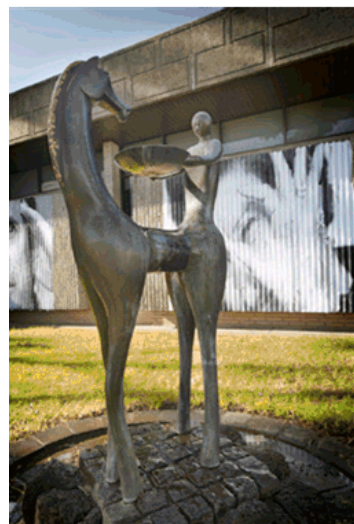
Working in a changing aged care and disability service system

Aged and disability care is provided by all three levels of government. Local government has traditionally been a provider of services. New Federal government reforms (Aged Care Reform and the National Disability Insurance Scheme (NDIS)) will introduce competition and increased client choice and control over the period of this plan. This will bring new service providers into the market.

This changed service system presents an opportunity for Council to transform its activities to ensure a local response that reflects the needs and desires of our older people and those with disability. We will still provide services and facilities, but will also provide information, planning, coordination and partnership building in the new more complex environment. We will also need to take on greater advocacy leadership to ensure Darebin continues to be an age-friendly and accessible city into the future.

2.2 We will expand **opportunities for participation and social connection** through sport, physical activity, arts, culture and other leisure activities.

Currently:	Over this plan we will:
We manage 120 play grounds, three of which provide all abilities access to play	Build or upgrade 24 play grounds, including one for all abilities, in consultation with local children
We support sport and physical activity through the management of nearly 150 sport grounds and facilities and programs such as free exercise in the park, programs run in our leisure centres, pram walking groups and disability access programs	Continue to upgrade our sports grounds and facilities Build a new multipurpose indoor and outdoor sports stadium – a premier facility for women's sport – at John Cain Memorial Park in Thornbury
But our resident's participation in physical activity and organised sport is low: – 44% do not meet physical activity guidelines – 10% are involved in club based sport and rates are lower for girls/women and low income residents	Redevelop the Northcote Aquatic and Recreation Centre into a \$50M state-of-the-art aquatic centre Increase green (outdoor) gyms to give more residents access to free gym equipment Diversify leisure programs to increase participation 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
We support and fund 30 senior citizens clubs with 4100 members	Re-develop six senior citizen centres to increase group usage by 5%
We support the arts through three arts and cultural venues – Northcote Town Hall, Darebin Arts Centre and Bundoora Homestead Arts Centre – that attract over 150 000 visitors per year. We also arrange festivals, events, projects and community collaborations. 37% of residents attend our festivals and events and 95% of users are satisfied with them	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 Increase and diversify audiences, supporting innovation in arts programming and maintaining high levels of satisfaction in festivals and events above 90% Grow the reach of the Bundoora Homestead Arts Centre
We support community food production through community planting opportunities and a Backyard Harvest Festival	Increase and diversify participation in community food production
We provide community grants and other support to community organisations that provide participatory activities, from community gardening, to volunteering, to sporting activities	Continue to support and invest in community based organisations, activities and programs that promote participation and social connection

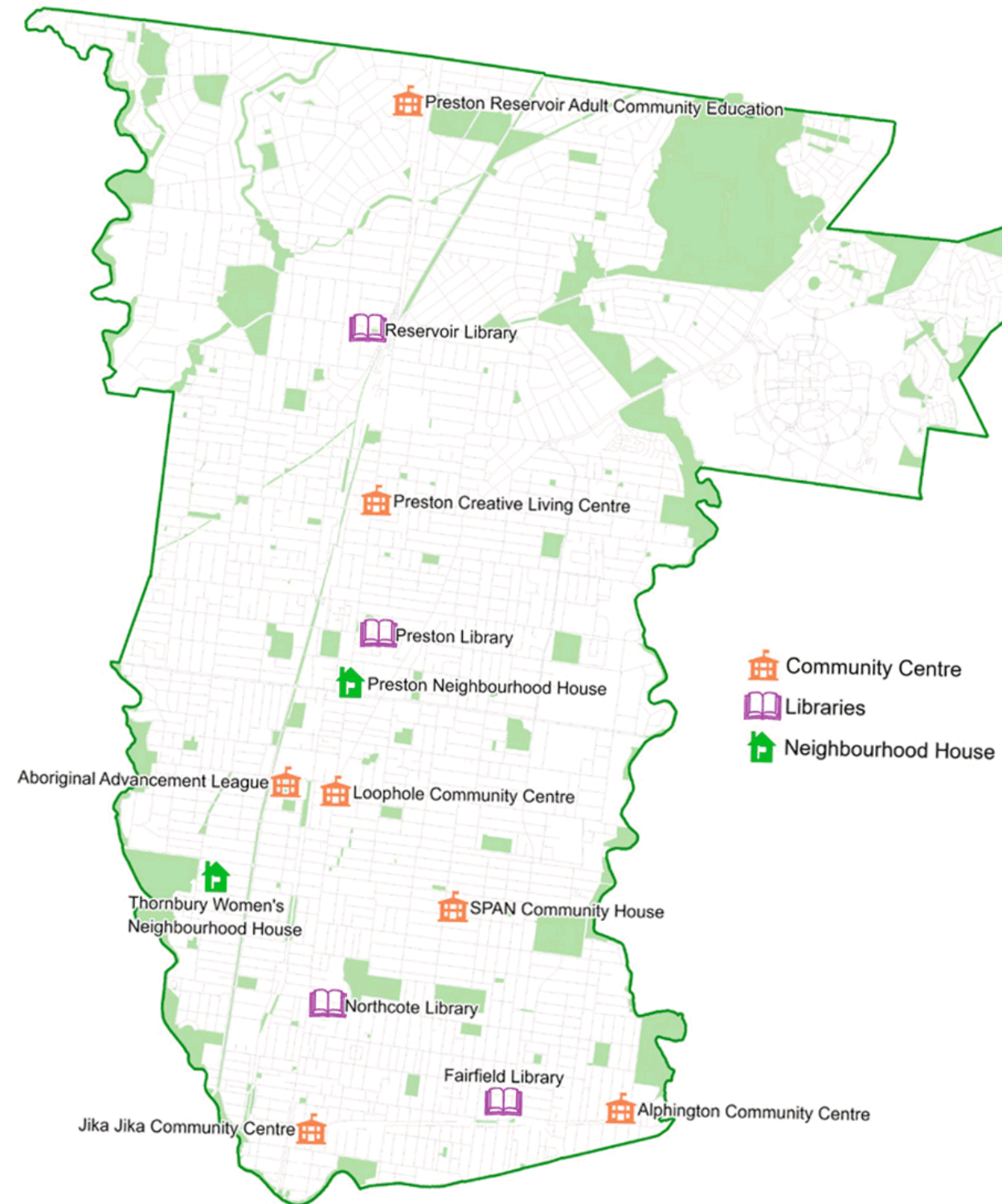


2.3 We will expand **lifelong-learning** opportunities, to enable local people to learn, develop their interests, and secure good quality work.

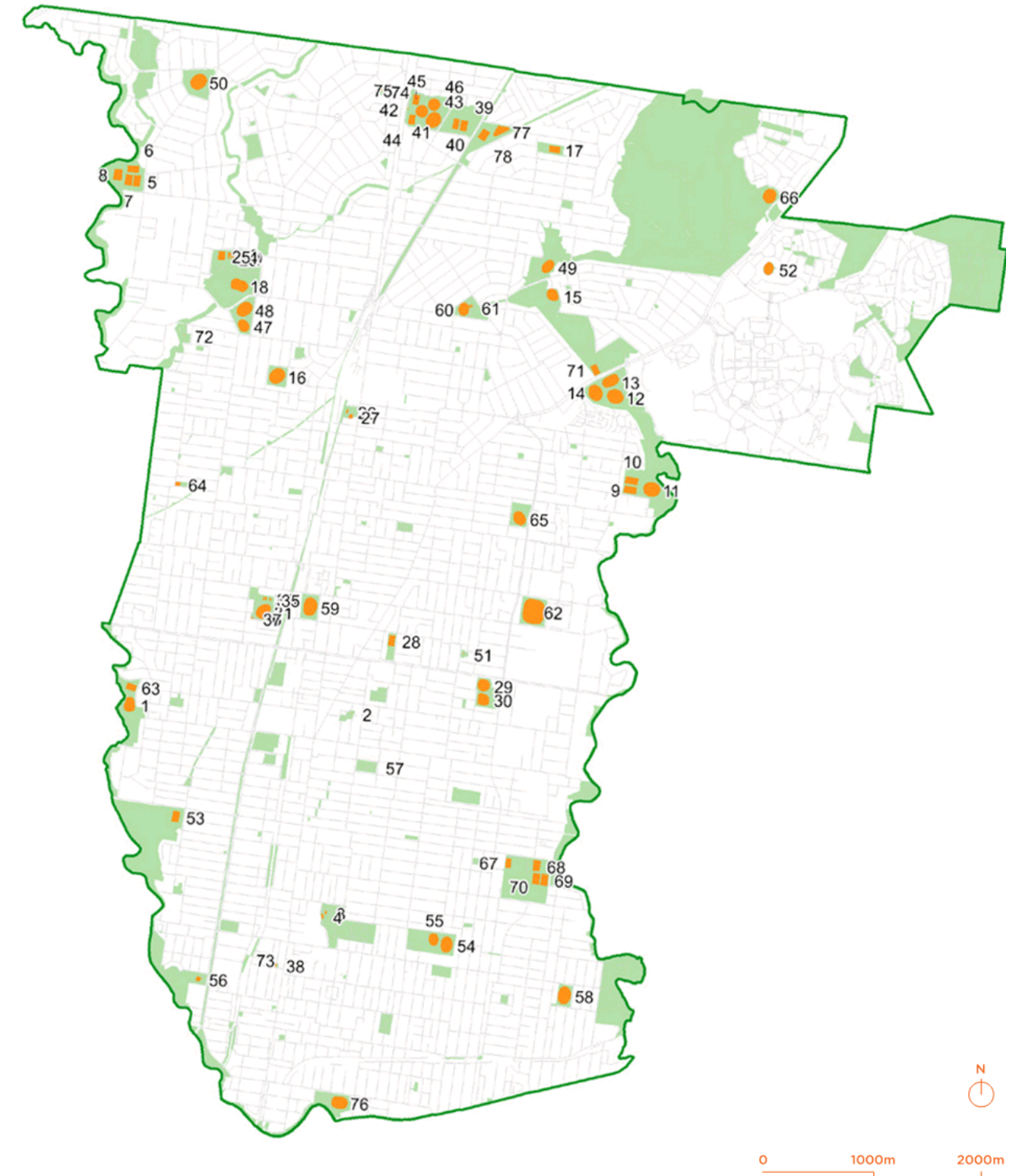
Currently:	Over this plan we will:
94% of eligible children participate in kindergarten	Work with all families, particularly those that are vulnerable, to increase kindergarten participation
We convene a partnership of 46 schools to share skills, programs and resources to improve education for all children and young people, particularly disadvantaged students	Develop our partnerships to improve outcomes for students, with a focus on disadvantaged students
We support a network of six neighbourhood houses including the recently opened East Preston Community Centre	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
51% of residents are members of our Preston, Reservoir, Northcote and Fairfield libraries. They provide access to a diverse collection in many formats, physical spaces to relax, collaborate or study, events, learning activities, literacy programs and access to technology, including Internet connected computers, free Wi-Fi, printing facilities, high tech public event spaces with projectors and purpose designed sound systems, local history research computers and PlayStations	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



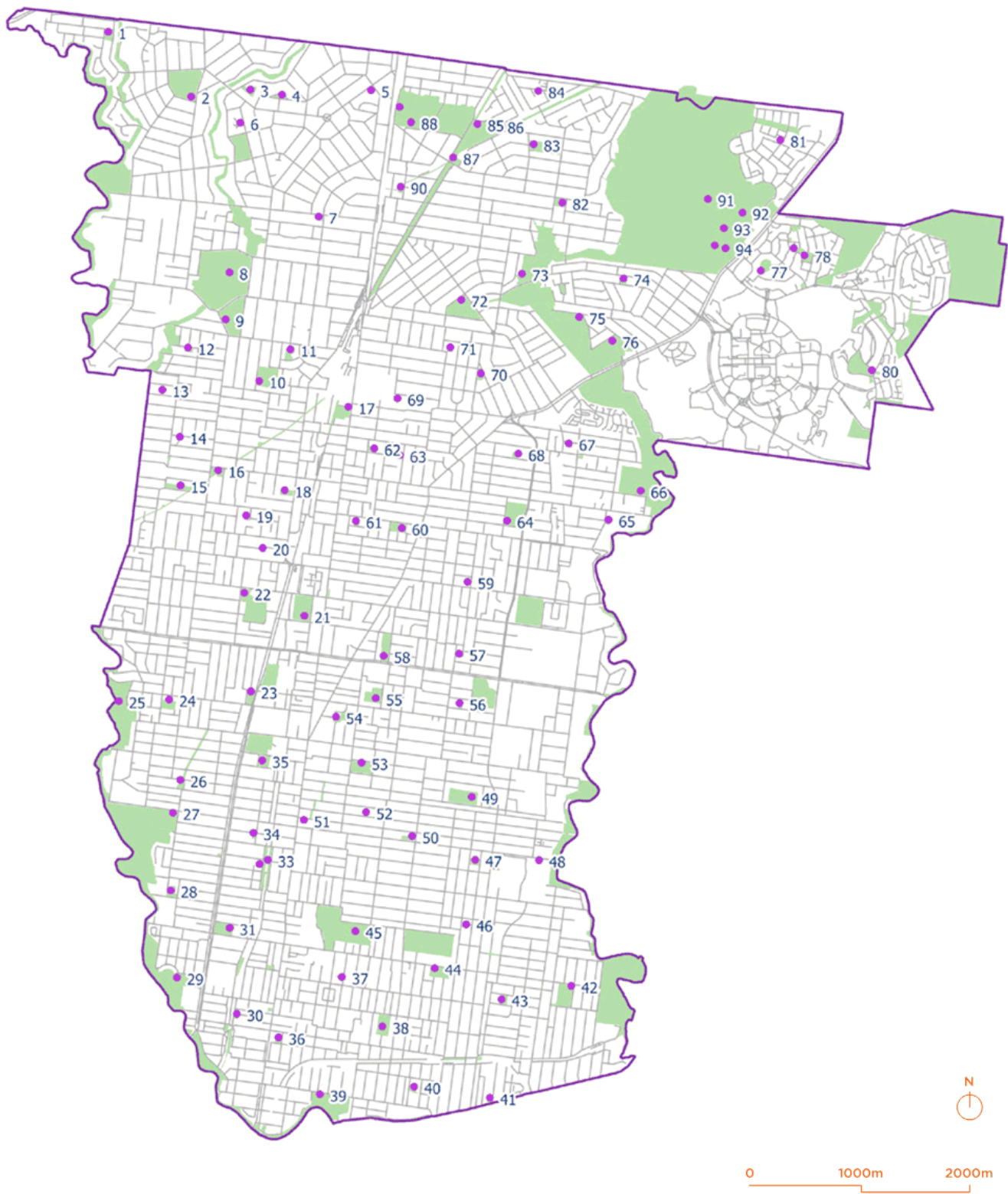
MAP: Libraries and community centres



MAP: Sporting grounds



MAP: Playgrounds



Key to playgrounds

- | | | |
|--------------------------------|----------------------------|------------------------------------|
| 1. Doug Hannan Reserve | 31. Batman Park | 61. Walter Reserve |
| 2. L.E Cotchin Reserve | 32. Spencer Street Reserve | 62. F.G Pike Reserve |
| 3. Wilson Boulevard Reserve | 33. Stott Street Reserve | 63. Foch/Mason Reserve |
| 4. Ludeman Reserve | 34. Pearl Reserve | 64. Ruthven Reserve |
| 5. Merrilands Community Centre | 35. Henderson Park | 65. Greenbelt Reserve |
| 6. Tracey Reserve | 36. Baden Morgan | 66. C.H Sullivan |
| 7. Broadhurst/Whitby Reserve | 37. Derby Street Reserve | 67. Nisbett Reserve |
| 8. Edwards Park Lake X8 | 38. Johnson Park | 68. McComas Reserve |
| 9. Moore Reserve | 39. Oldis Gardens | 69. Storey Road Reserve |
| 10. Crispe Park | 40. Mc Adams Reserve | 70. Shand/Goulburn Reserve |
| 11. Wright Reserve | 41. Broomfield Reserve | 71. Howard/Mendip Reserve |
| 12. Hillcroft Reserve | 42. Pitcher Park | 72. T.W Andrews Reserve |
| 13. Ford Estate | 43. Breavington Park | 73. Dunne/Clements Reserve |
| 14. Vale Street Reserve | 44. Rubie Thompson | 74. Link Reserve |
| 15. Kevin Larkin Reserve | 45. All Nations Park X4 | 75. Scott Reserve |
| 16. J.S Grey Reserve | 46. Susan Walsh Reserve | 76. Judith Scott |
| 17. Gilbert E Robinson Park | 47. Andrew Boyd Reserve | 77. Polaris Community Hub |
| 18. L.W Williams Reserve | 48. John Cain Park | 78. Gresswell Grange Estate |
| 19. Paywit Reserve | 49. Hayes Park | 79. Barlow Rise Reserve |
| 20. Asling Reserve | 50. Clyde Jones Park | 80. Village Common |
| 21. Preston City Oval | 51. McDonalds Reserve | 81. Mt Cooper Reserve |
| 22. Margaret Walker Park | 52. Alan Sheppard Reserve | 82. Leslie Reserve |
| 23. Newman Showers Reserve | 53. Penders Park | 83. Atkinson Reserve |
| 24. H. Swain Reserve | 54. Adams Reserve | 84. St Margarets Block |
| 25. W.H Robinson Reserve | 55. T.A Cochrane Reserve | 85. I.W Dole Reserve Exercise |
| 26. Turner Reserve | 56. Walsh/Mornane Reserve | 86. I.W Dole Reserve Playground |
| 27. Mayer Park Reserve | 57. Lahinch Reserve | 87. F.Allen/A. Dunstan Reserve |
| 28. Woolhouse Reserve | 58. G.M Mot Reserve | 88. J.C Donath Exercise/Playground |
| 29. Merri Park | 59. Highview Reserve | 89. J.C Donath Skate Park |
| 30. Peters Reserve | 60. A.G Davis Reserve | 90. Fyfe Reserve |



GOAL 3

We will ensure our planning system facilitates **high quality and sustainable development** that extracts social, environmental and economic benefits for our community.

Melbourne looks likely to grow to become Australia’s biggest city in the next 30 years.

Our challenge is to remain the best place in the city to live by improving it as Darebin grows.

We will work with the community and other governments to reach this goal (see Goal 5).

Working with the Victorian Government Plan Melbourne

The Victorian Government’s Plan Melbourne supports many of the actions in our local plan by using state planning mechanisms to:

- locate more housing closer to jobs and public transport, particularly in urban-renewal precincts
- increase the supply of social and affordable housing
- transform Melbourne’s transport system to increase productivity and allow people to travel in local areas by other means than car

- build on Melbourne’s cultural leadership
- create a city of 20-minute neighbourhoods, that support local transport, and provide access to social infrastructure, parks and green spaces
- reduce waste, achieve zero greenhouse gas emissions and reduce the consequences of climate change
- protect and restore natural habitats.

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.

Currently:	Over this plan we will:
We have a vision for a thriving and liveable city that facilitates change – particularly by planning for density and development around existing transport corridors – while respecting our heritage and neighbourhood character	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
60% of residents are satisfied with the quality of new developments in their area	Review our planning controls and urban design guidelines to ensure development is appropriately located and of high quality
We need to plan for at least an additional 17 000 households (at least 40 000 new residents) in the next 20 years	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
There are areas in Darebin that need revitalisation	Create plans to revitalise: <ul style="list-style-type: none">- central Preston- the Reservoir Junction- Oakover Village / Preston Junction
The Victorian Government has announced it will remove level crossings (to separate road and rail) at Darebin at High St Reservoir, Bell St Preston and Grange Road Alphington in 2018	Advocate for Victorian Government level crossing removals to be elevated, so they can include three extra removals (Cramer St, Oakover Rd and Murray Rd) and use the opportunity to renew the Preston and Reservoir shopping areas to create more vibrant, safer, public spaces and better walking and cycling
Council currently charges a public open space levy for new medium and high density developments but we currently have no other development contributions plan	Increase the public open space levy to create more open space, particularly in urban renewal areas Require developers to contribute to infrastructure to support population growth through a Developer Contribution Scheme
Only 3% of rental housing is affordable (compared to 9% across metropolitan Melbourne)	Collaborate with the Victorian Government to plan a significant, integrated and high quality social, public and private housing development at Stokes and Penola streets Thornbury



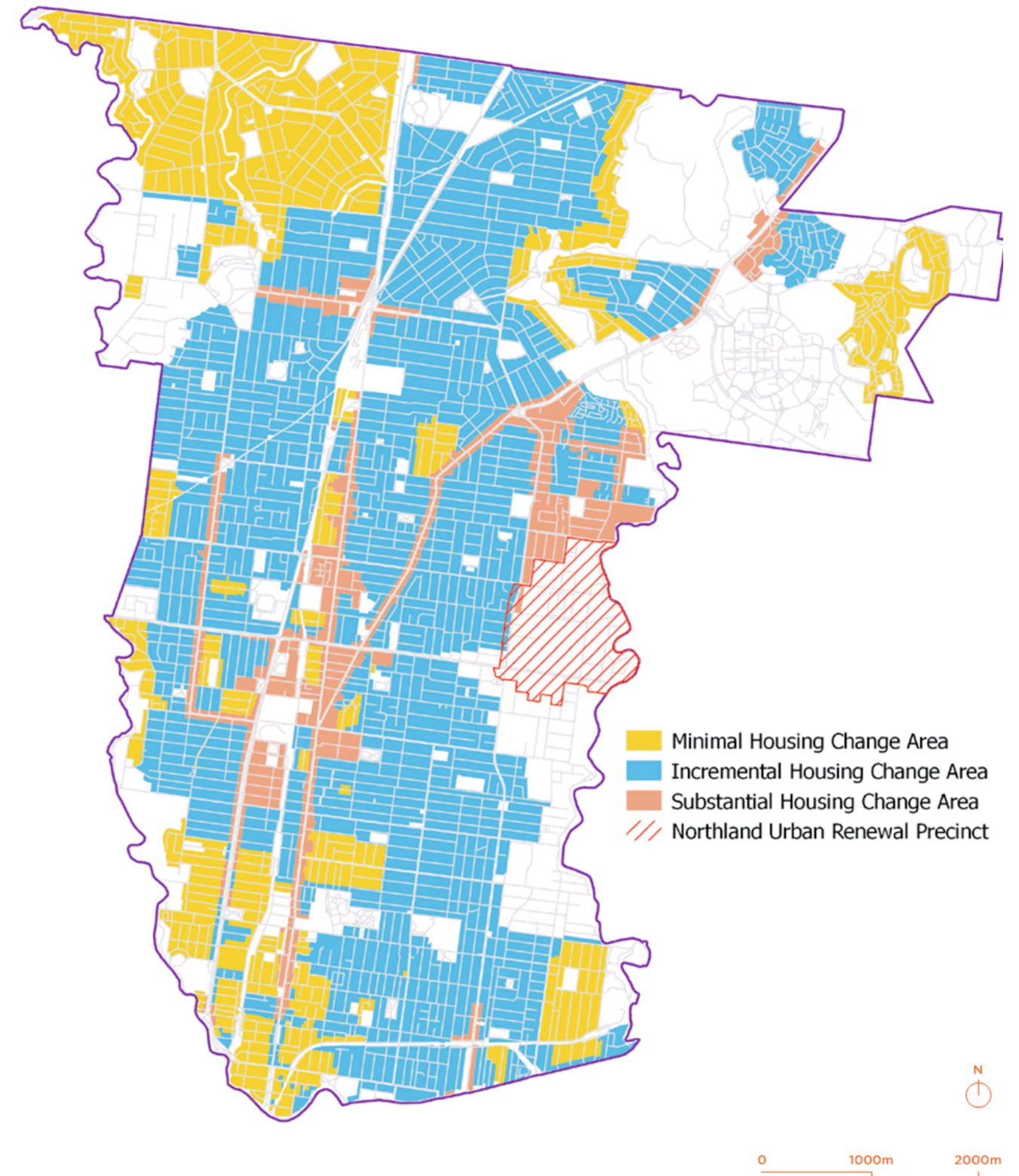
3.2 We will support our creative industries to ensure the city grows as a significant **arts and creative** centre.

Currently:	Over this plan we will:
Darebin has the 14th largest population of arts and recreation workers across Victoria's 79 local government areas. Council employs, programs, commissions and supports a diversity of artists in this community to enhance the area's liveability. A lack of affordable housing and work space may see this number decline	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
We manage the Darebin Indoor and Public Art Collections of more than 400 works which are on public display to enliven venues, facilities and public spaces	Ensure our art collections are available for the enjoyment of the community and future generations
86% of residents report public spaces, art works, and cultural infrastructure "make me feel happy to live in Darebin"	Maintain satisfaction with public arts and cultural infrastructure above 85%

3.3 We will manage local roads, buildings and public spaces to make our city **safer, cleaner and more attractive**.

Currently:	Over this plan we will:
We manage 509 kilometres of roads, 15 kilometres of which are rated high risk based on speed and volume	Reduce crash rates on roads by introducing traffic management measures on the highest risk roads
84% of residents are satisfied with the condition of sealed local roads	Find new and better ways to upgrade our road network through new technology and products, and maintain satisfaction with local roads above 80%
We look after public spaces: streetscapes, lighting, litter, graffiti and our residents report being satisfied with:	Improve or maintain satisfaction with public spaces to above 80%
<ul style="list-style-type: none"> - level of street lighting - 81% - litter collection in public areas - 81% - maintenance and cleaning of shopping strips - 89% - Council's efforts managing graffiti - 67% 	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 Install and advocate for improved and more sustainable street lighting in areas of need and safety concern
We partner with other community organisations to improve safety but only 73% feel safe in public areas at night	Improve people's perceptions of safety to above 80%
We have more than 17 000 registered pets and the numbers are increasing	Expand dog walking infrastructure and manage lost animals through our new shared regional shelter, that operates under a no kill of healthy animal policy

MAP: Land identified for development



GOAL 4

We will **support and attract a diversity of local businesses and industries** by fostering an environment in which they can thrive.

Our businesses contribute \$5.8 billion annually to the local economy, and regional partnerships to reach this goal (see Goal 5).

Our challenge is to foster a diversity of business opportunities as the economy changes.

We will work with local business

4.1 We will foster an environment that ensures our **local businesses** succeed – from large industries to microbusiness and freelancers.

Currently:	Over this plan we will:
Darebin has 13000 businesses. 58% operate from private residences and 42% operate from commercial properties, and they employ 54 000 people	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 Help businesses to increase local employment, including through the uptake of Federal and Victorian Government funding for employment and skills training opportunities
We help build the capacity of businesses through high quality events, training, advice, support, facilitation of business permits, and encouragement to take up Federal and Victorian Government funding for employment programs	Increase the number of businesses doing better because of our assistance with: <ul style="list-style-type: none"> - digital access and capability - environmental performance - export capability - attraction of visitors
We provide parking in activity centres	Create smart parking tools, such as sensors linked to an information app, to help residents use parking more effectively

4.2 We will **enable and activate space**, including vacant shop fronts and council facilities, to accommodate different businesses and industries.

Currently:	Over this plan we will:
We activate long term vacant shop fronts	Increase the number of vacant shops reactivated with creative businesses
We encourage commercial activity in Council facilities	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 Transform the Darebin Arts Centre from a 'place to hire' to an innovation centre providing access to affordable, fit for purpose spaces for rehearsal, administration and co-working to suit a range of sectors

4.3 We will pursue **regionally significant economic opportunities** to drive growth and sustainability for our region

Currently:

We are working with others to create regional economic plans (see below)

Over this plan we will:

Continue to advocate for actions in regional partnership plans that will create regional economic growth (see below)

Working with others on regional economic opportunities

Darebin Council is working with NORTH Link, a regional partnership of industry, education and government, on regional economic strategies for the northern region of Melbourne. These include:

Northern Horizon's 50 Year Infrastructure Strategy to develop regional opportunities including:

- accelerated NBN rollout
- the La Trobe, Austin & RMIT knowledge cluster
- new health care services, aged care facilities and hospital beds
- implementing the Northern Regional Trails Strategy (to link up walking and cycling trails throughout the north)
- coordinated bus network including bus rapid transit for the 560 bus Route from Coburg to Macleod Station, and Smartbus lanes on Bell St
- Clifton Hill metro rail upgrade to improve train services to South Morang

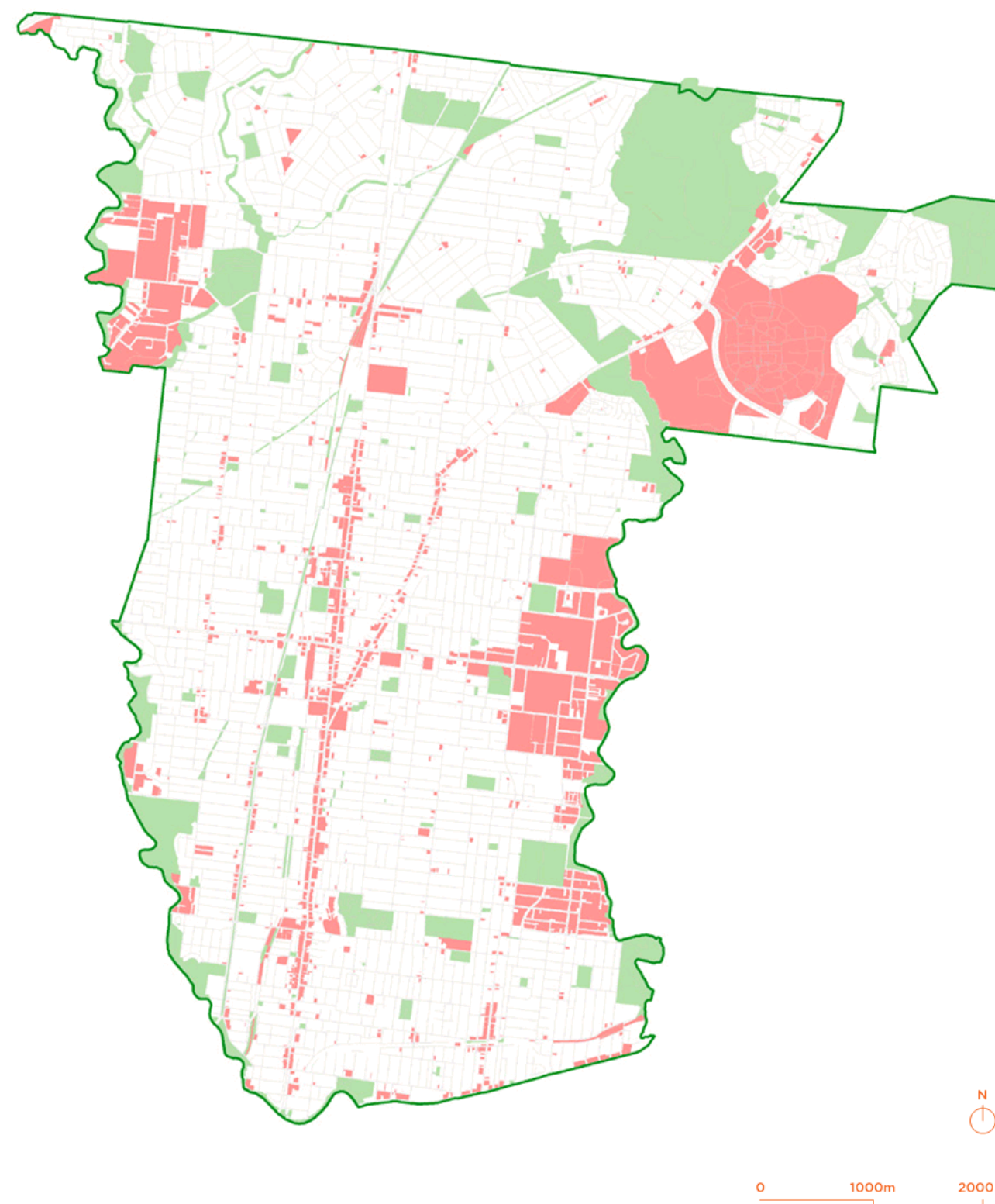
A Food and Beverage Growth Plan, to grow jobs and investment in food. Our region has significant bakery, confectionery, dairy, seafood and meat industries and is home to an eclectic mix of small and medium sized artisan businesses including micro breweries, premium chocolate makers, coffee roasters and gourmet food distribution companies. The strategy seeks to support theseby growing industry connections and capability, driving innovation and product differentiation, addressing skills development and labour availability, and positioning the north as Melbourne's food and beverage hub.

The Future Workforce: Melbourne's North to address the changing economy, particularly as automotive industries close. This strategy suggests that the growth industries of the last ten years are unlikely to replace the jobs lost. The creation of new jobs will therefore need to come from proactive intervention including:

- development of highest value adding/productivity sectors, including Victorian Government priority industry sectors
- encouraging firms and organisations to adopt 21st century technologies and business models and grow exports of products and services
- continual improvement of skills, aligned with industry requirements, and proactively ensuring local hot spots of unemployment are dealt with quickly through targeted programs
- development of physical clusters of excellence/industry clusters and research, such as the La Trobe bio-science cluster
- infrastructure investment (see Northern Horizon's 50 Year Infrastructure Strategy above).

Two new plans, the Greater Melbourne Management Destination Plan to grow visitors, and an Economic Attraction and Investment Strategy, are in development

MAP: Business



GOAL 5

We will lead on **equity** and recognise our **diverse community as our** greatest asset for solving future challenges.

We are one of the most diverse local government areas in Melbourne and residents believe diversity makes life in Darebin better.

Our challenge is to ensure our city remains for everyone, and that diverse voices are included in our decision-making.

5.1 We will ensure our services, facilities and programs **benefit all**, including our most vulnerable.

Currently:	Over this plan we will:
We foster positive community relations to enhance social cohesion	Develop and implement strategies and programs that build social cohesion
We recognise that providing for our diverse community is challenging. We use an equity and inclusion audit to apply an equity lens over our services and policies to ensure <u>all population groups</u> receive a share of the opportunities provided by Council – regardless of gender, ability, race, ethnicity, refugee status, religion, age, sexual orientation, socio-economic status or geographic location	Implement our equity and inclusion audit vigorously across the work under this plan to ensure we: <ul style="list-style-type: none"> - foster participation by diverse population groups in our services, facilities and programs - improve the resources of our low income residents, and address inequalities in outcomes between the north and south - address discrimination, racism, sexism, homophobia and transphobia
We take direct action to support our marginalised and vulnerable population groups	Continue to take direct action to support marginalised and vulnerable population groups, including by: <ul style="list-style-type: none"> - Improving disability access across the city - Providing community grants and other support to community organisations - Establishing a better home for our Intercultural Centre and its programs - 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 - Maintaining a Darebin rate rebate for pensioners - Increasing diversity and competency skills of our workforce
We undertake advocacy in partnership with others to support all our population groups, and promote the benefits of social, cultural and religious diversity to combat discrimination and build a stronger community	Advocate to: <ul style="list-style-type: none"> - Reduce our high level of poker machine losses –\$230 000 losses every day, higher than the annual Victorian average - 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 - Address homelessness and housing affordability - Support and participate in community campaigns that are consistent with our goals and values

5.2 We bring the ideas of our diverse community into our decision-making.

Currently:	Over this plan we will:
We recognise that diversity is our strength and that our active community – across environmental, community, arts/culture, and business sectors – is vital for finding solutions to future challenges	Build trust in government by strengthening active community networks and supporting their initiatives
We support our active community through funding, networking, information, advice, recognition and promotion	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
We are committed to engaging our community in decision-making and feedback, to take on new ideas and improve the way we do things	Explore and implement solution based engagement methods that suit the various stakeholders and organisations in our active community and diversify and increase community feedback
We have advisory committees based on population groups and community issues, chaired by councillors	Reconfigure our community advisory structures to facilitate more targeted and impactful opportunities for community decision-making 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
We are committed to including community in our council meetings	Increase citizen participation in council meetings
We have high resident satisfaction with our decision-making process: 80% are satisfied Council makes decisions in the interests of the community; and 79% are satisfied with Council’s community consultation and engagement	Maintain satisfaction in Council decisions at above 80%
We are committed to being the voice of the community on issues being considered by other levels of government	Build advocacy partnerships with councils, Non-Government Organisations and others, to tackle the big issues that affect our community

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”.

We respect Aboriginal and Torres Strait Islander history and culture and actively seek to commemorate, celebrate and honour it in our places, planning, activities and events

We work with the 17 Aboriginal and Torres Strait Islander agencies based in Darebin to achieve the goals of the community through partnerships, collaboration and co-investment

We acknowledge and respect Traditional Owners and Aboriginal and Torres Strait Islander communities’ leadership towards self-determination and treaty, and we will work with the Victorian Government process to ensure that becomes a reality

Working with the Victorian Government Treaty for Aboriginal people in Victoria

In February 2016, Aboriginal people in Victoria called on the Victorian Government to negotiate a treaty.

Since then, work towards self-determination and treaty has been creating a new relationship between the Victorian Government and the Aboriginal community, a partnership that will empower Aboriginal communities to achieve long-term generational change and improved outcomes.

The Victorian Government has just finished a consultation with Aboriginal Victorians to decide who should represent the community and who can, and should, negotiate a treaty on their behalf.

Our Council is committed to supporting this process. We will continue to follow discussions and seek guidance from our Traditional Owners as it progresses.



GOAL 6

We will be a **leading, modern, and open council** to meet our challenges, now and in the future.

A changing world requires smarter decisions and new approaches.

Our challenge is to transform our business to reduce costs and work better with others to get the best outcomes for our community

6.1 We will implement **the best delivery models** to optimise efficiency and value.

Currently:	Over this plan we will:
Our service offering is mature but may need to change to respond to emerging challenges	<p>Review 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> <p>Improve our research, data analysis, and community engagement capabilities to ensure we understand the changing issues facing our community</p> <p>Introduce agile organisational structures that give our workforce the flexibility to respond rapidly to change</p> <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>
We have made good progress developing eBusiness and digital access to our services, but we can do a lot more to take advantage of rapid technology developments to reach all our goals	<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>Ensure people can transact with us anywhere, anytime, on any device</p>

6.2 We will find new ways to deliver **long term financial sustainability**.

Currently:	Over this plan we will:
We are committed to gaining maximum value from local public spending and remaining financially sustainable into the future	<p>Identify and pursue alternative revenue sources to build financial sustainability</p> <p>Make decisions considering people, planet, progress and profit (quadruple bottom line)</p> <p>Develop a ten year financial strategy to ensure we can continue to deliver services, programs and assets while delivering an underlying surplus</p>
We will run as a commercial council with all the appropriate checks and balances	Conduct our business transparently and as expected by legislation

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.

Currently:	Over this plan we will:
We are committed to being accountable for our actions and taking decisions in an open and transparent manner	Regularly update progress on this plan on our website, and keep everyone we work with well-informed through appropriate channels

A CHANGING WORLD

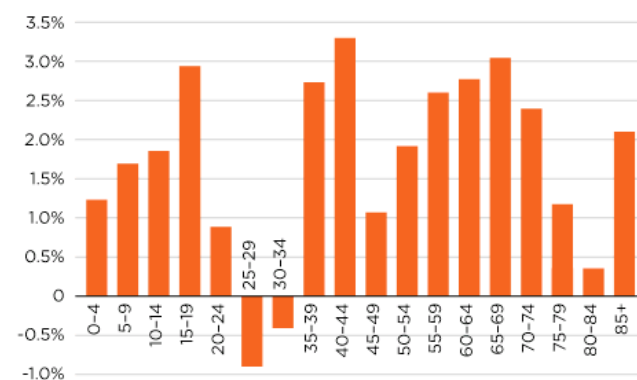
A growing population

Darebin has been growing over the past 20 years. It is projected to increase by another 40 000 people to reach 192 142 residents by at least 2031.

That's 17 000 additional households in the next 15 years.

The appeal of our suburbs has made housing unaffordable for people on lower incomes, including first home buyers, and house prices are now on average \$210 000 higher than for Victoria as a whole. Without change, Darebin will have less income diversity, and fewer young people, in the future.

Annual percentage change in population
(by age cohort) – 2016–2026



Source: Australian Bureau of Statistics Census of Population and Housing 2011 and i.d. forecasts

A changing economy

Over the past 20 years Darebin's local economy has been changing. Once driven by manufacturing, the main growth industries are now in the service and knowledge sectors. In addition, technology is further transforming work and it is predicted that in the next 10 years around 40% of Australian jobs will be automated.

Victoria's economy is driven by Melbourne's CBD and Darebin is an important source of workers. But increasingly small service businesses are setting up in Darebin. The number of businesses is growing – particularly small businesses not based in commercial premises (58% of businesses). This is likely to continue into the future.

We will need to be nimble to support our changing industries and businesses. We will also need to provide support, retraining and new opportunities to those that need to transition from old jobs in our economy.

There are 54 000 jobs in the main industries of:

- 15% Education & training
- 13% Retail trade
- 11% Manufacturing
- 11% Health care & social assistance
- 9% Construction
- 7% Wholesale Trade
- 7% Accommodation & food services

Our growing industries (in order of growth 2012 to 2015):

- Rental hiring & real estate
- Health care & social assistance
- Financial & insurance services
- Retail trade
- Education & training
- Information, media & telecommunications
- Electricity, gas, water, waste services
- Arts and recreation

A climate emergency

Climate change is one of the greatest challenges we face.

We must reduce the greenhouse emissions we create burning fuel for energy, and, increase the green environment that helps protect us from it.

We are in a climate emergency as our use of non-renewable energy increasingly causes warming and storms, flooding and heat waves. This is resulting in loss of life; damage to property, infrastructure and the environment; and disruption to power, transport and communications.

While emissions per capital in Darebin are slowly declining, Australia is still amongst the world's largest greenhouse gas polluters per person.

Darebin's greenhouse gas emissions (2016) are generated by:

46% commercial/industrial energy

35% residential energy

18% transport

1% waste

Sources

1. http://www.climateinstitute.org.au/verve/_resources/TCI_Australias_Emissions_Factsheet_Final-LR.pdf
2. Collated by Moreland Energy Foundation Ltd. from electricity and gas network data.
3. Calculated from Victorian Government VISTA 2012-2014 Transport survey
4. Calculated from Council waste and green waste collection data.

Growing inequality

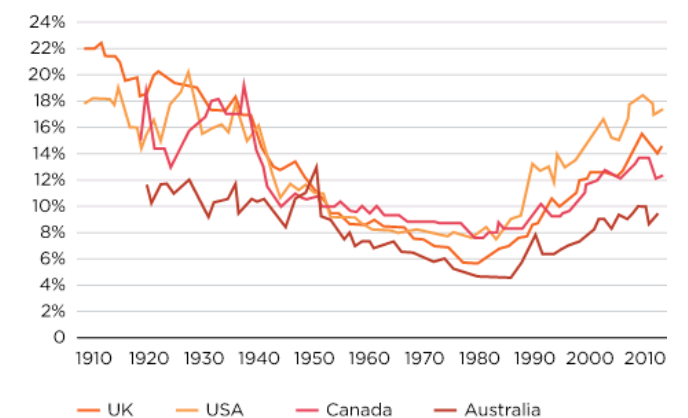
20 years ago Darebin suburbs were less wealthy. Over time, wealthier residents have moved in, and the socioeconomic status of the suburbs has been increasing.

Increasing wealth however, masks increasing income inequality. Around the developed world, including in Melbourne's suburbs, the wealth gap between rich and poor has been increasing dramatically as a result of a changes in policies that redistribute wealth. Economist Thomas Piketty argues, unless something is done, inequality will gather pace, and return to levels of the 1900 by 2050.

While gentrification will move some low income residents out, there are still substantial numbers of low income residents in our area and we need to ensure our city remains a great place to live for all.

You can see how areas in Melbourne have become more socioeconomically advantaged at bit.ly/2qufYEp.

Share of top percentile in total income



Source: Piketty 2014 Capital in the 21st Century

A CHANGING WORLD

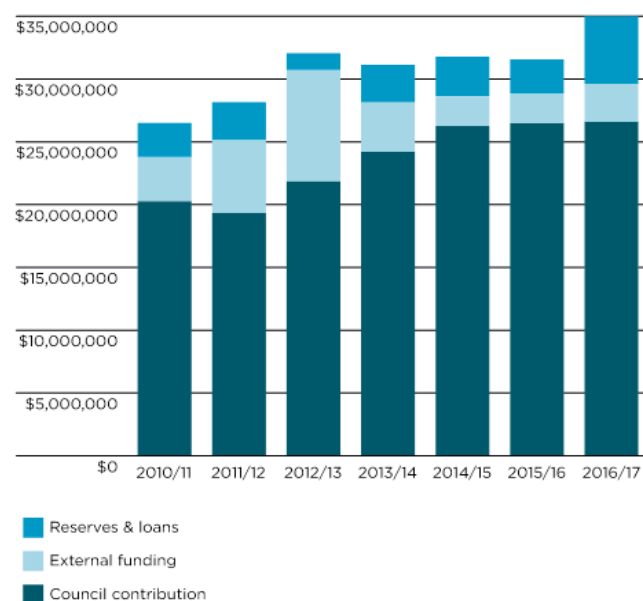
continued

Reduced funding

The funding required to maintain business as usual in what Council delivers has been increasing over time. It will continue to increase into the future as the population increases and demand for services grows. But rates are now capped, and contributions from external sources are decreasing.

Council will have to find innovative ways to maintain its level of service in this environment. We will need to expect change.

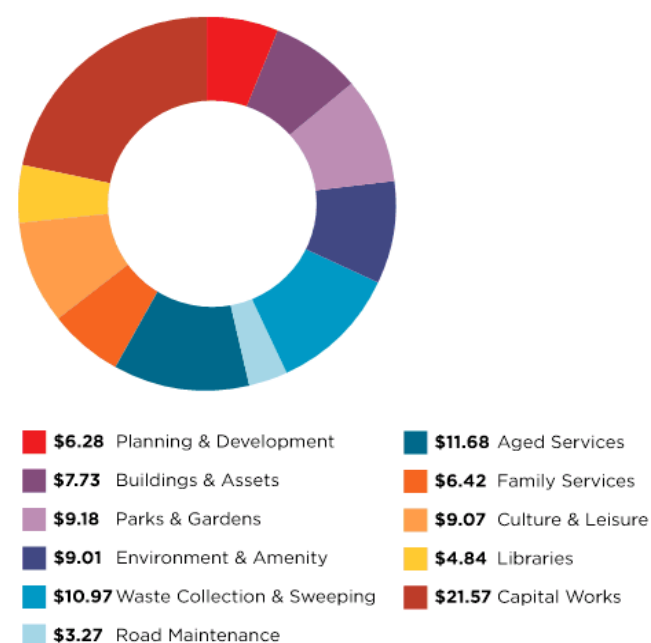
Capital budget contribution



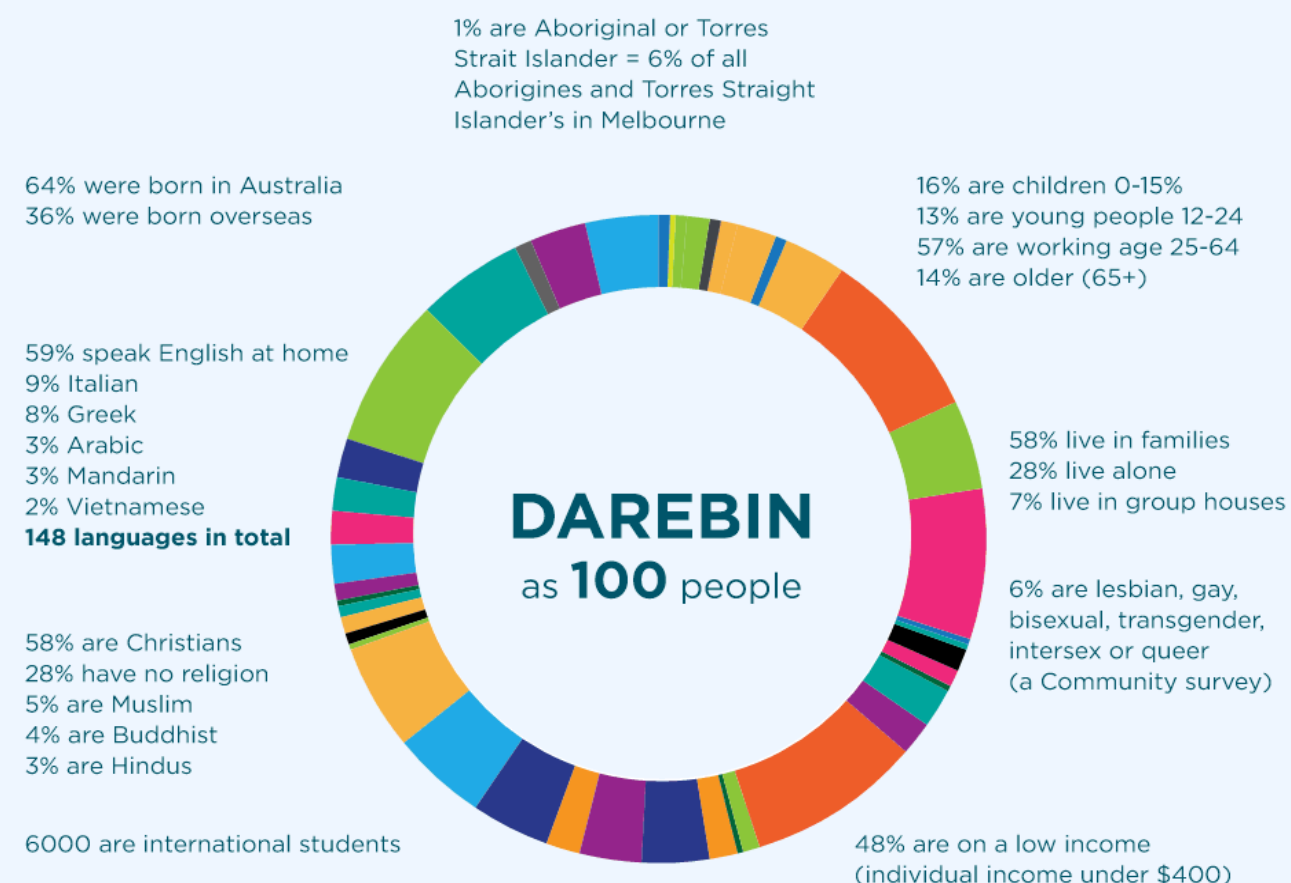
Source: City of Darebin

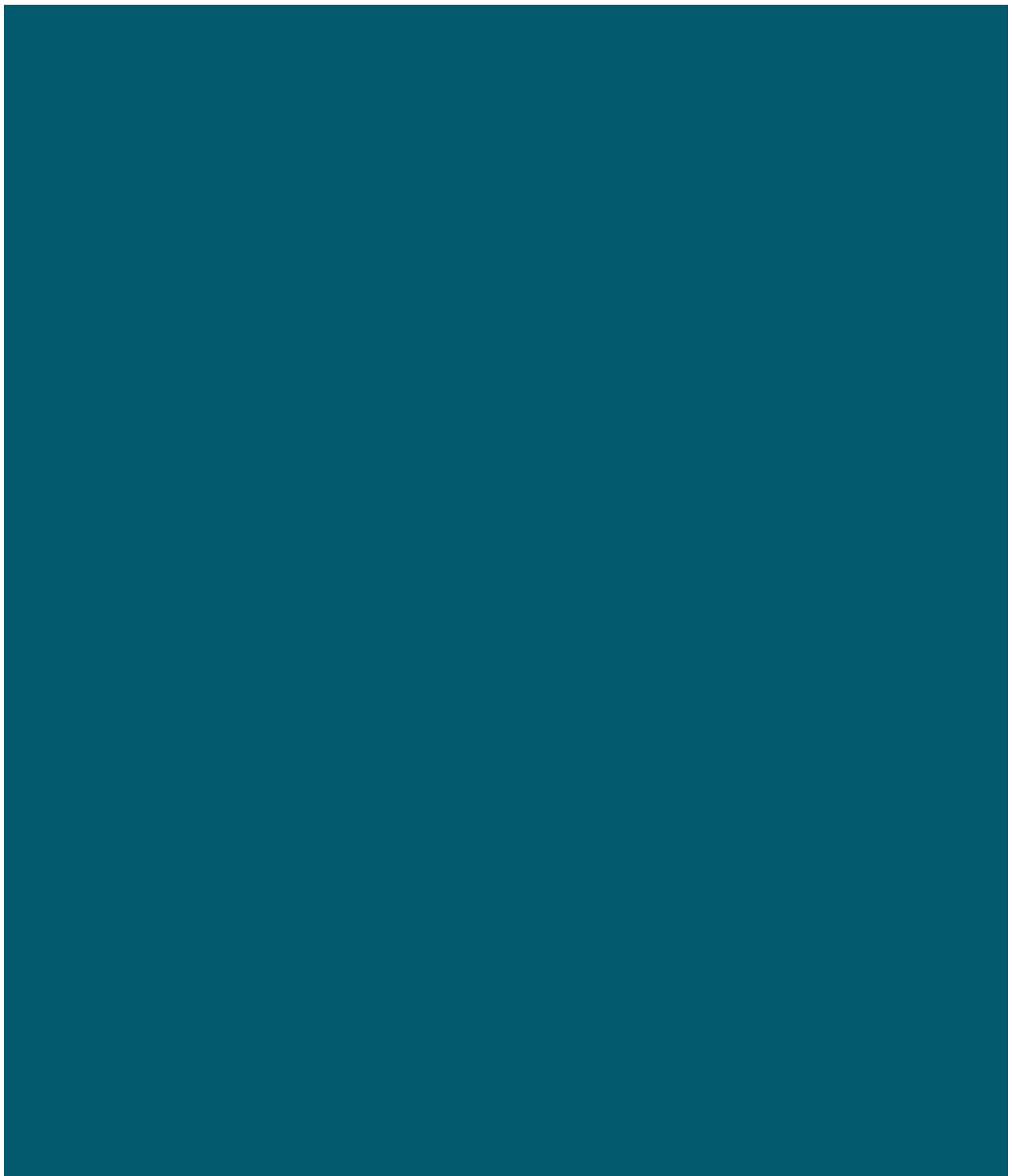
Where do your rates go?

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



Who we are - Darebin as 100 people



**CITY OF
DAREBIN**

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PO Box 91, Preston, Vic 3072
T 8470 8888
F 8470 8877
E mailbox@darebin.vic.gov.au
darebin.vic.gov.au

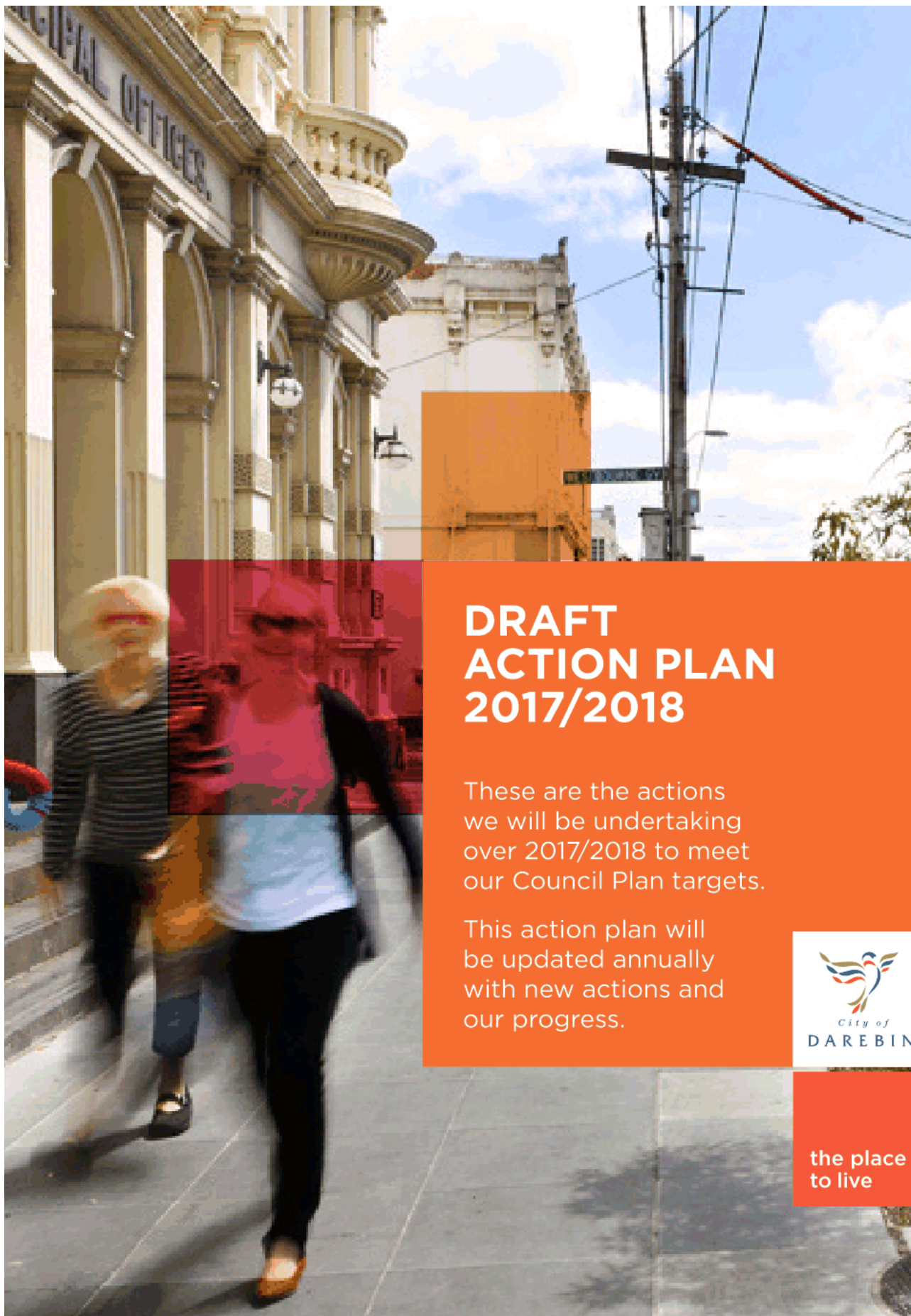
**National Relay Service**

TTY dial 133 677 or
Speak & Listen 1300 555 727
or relayservice.gov.au,
then enter 03 8470 8888

**Speak Your Language**

T 8470 8470


العربية	Italiano
繁體中文	Македонски
Ελληνικά	Soomalii
हिंदी	Tiếng Việt



DRAFT ACTION PLAN 2017/2018

These are the actions we will be undertaking over 2017/2018 to meet our Council Plan targets.

This action plan will be updated annually with new actions and our progress.



the place
to live

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:	2017/2018 actions working towards targets:
Create a Darebin Energy Foundation – a climate emergency think tank and creator of initiatives that can be scaled across communities	Develop a model for a Darebin Energy Foundation for consideration in the 2018/2019 budget
Create and enact a local <i>Climate Emergency Plan</i> to address and climate change and mitigate risks	Develop and enact a <i>Climate Emergency Plan</i> Host a Climate Emergency Conference to promote Darebin as leaders in local responses to the climate emergency Carry out an additional 200 inspections of drainage pits and pipes in high risk flood areas to reduce flood risk Implement actions from the <i>SES Emergency Management Audit</i> into a revised <i>Emergency Management Plan</i>
Divest from financial institutions that lend to the fossil fuel industry	Review our <i>Fossil Fuel Divestment Strategy</i>
Make our Council buildings and car fleet more energy efficient	Develop an <i>Environmentally Sustainable Development Policy</i> to outline minimum standards for new and refurbished Council buildings Update our <i>Vehicle Policy</i> to ensure priority selection of environmentally friendly, preferably electric or hybrid, passenger fleet vehicles
Double solar power from approximately 18 000 kilowatts to 36 000 kilowatts, including for low income households	Extend our Solar \$aver program – which helps residents buy solar without upfront costs – to ensure 2000 kilowatts solar is committed for installation in the following year Increase the number of businesses taking up subsidised LED lighting (Light\$mart project) by 20 and installing larger solar systems by 10 Hold a green business expo, two green business networking events and increase the number of businesses on our green business directory
Increase Council's use of water from non-drinking water sources by 30 megalitres by 2025	Complete the John Cain stormwater harvest and flood mitigation works to provide water for irrigation of sports grounds to increase annual supply of water use from non-drinking supplies by 15 megalitres Include Water Sensitive Urban Design or Environmentally Sustainable Design practices or products into at least 75% of Council's capital work projects
Reduce waste to landfill by 1kg per person year-on-year, while maintaining community satisfaction with waste services above 80%	Develop a model for the introduction of a new food waste collection and processing service in 2019/2020

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:	2017/2018 actions working towards targets:
Reduce private vehicle use to an average of 13 kilometres per day per person by 2020 (10%) Increase car share bays from 20 to 100	Install 16 car share bays on council managed land
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 cars are guests and where green space, walking and cycling take priority Reduce the speed limit to 40 kilometres across 30% of the municipality Increase cycling by 12% Replace \$5.6 million of damaged footpaths and increase satisfaction with footpath maintenance to above 80% Implement our commitments under the NORTH Link Regional Trails Strategy to ensure walking and cycling routes connect throughout the north of Melbourne	Improve six intersections and crossings on key walking/ cycling routes Improve the whole-of-trip experience for cyclists throughout Darebin including improvements in way-finding, path network expansion, safety improvements, path upgrades, removing conflict points with vehicles, increased parking (100 new spaces across 45 hoops) and making active transport a priority in some streets Redesign 3 streets where where green space, walking and cycling take priority Complete an audit of our safe active travel routes to schools and deliver six priority projects across the schools audited Install 40km/hour signage in the Fairfield North and Northcote (Charles to Bent Street) areas Replace 7 500m of footpath defects on the primary and secondary pedestrian network and increase funding towards footpath maintenance to \$1.7M
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 – upgrade of 14 tram stops on tram route 86 to accessible “super stop” tram stops	Advocate to the Victorian Government to seek their commitment to proceed with the design phase for the installation of tram Route 86 accessible “super stop” tram stops Advocate to the Victorian Government to commit to undertaking works in the vicinity of tram Route 11, including the upgrade of the Regent Street terminus, and the Reservoir level crossing removals project which will enable a future tram Route 11 extension to Edwardes Street Continue to advocate to the Victorian Government for an increase in bus service and coverage across Darebin

GOAL 1

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:	2017/2018 actions working towards targets:
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	Develop a model for a Darebin Nature Trust for the 2018/19 budget Review our <i>Open Space Strategy</i> through an audit of open space and publish a list of new public open spaces to acquire, preserve or upgrade
Maintain resident satisfaction with the maintenance of parks, reserves and open spaces above 85%	Implement, as a minimum, all yearly actions in the: – Edwardes Lake Park Master Plan – Bill Lawry Oval and Oldis Gardens (BLOG) Master Plan – Bundoora Park Master Plan – Robinson Capp Master Plan – Dole / Donath Master Plan – Ray Bramham Gardens Master Plan Develop new Master Plans and yearly action plans for Mayer Park and the Northcote Golf Course
Grow our urban forest by 7 600 trees to increase tree coverage on public land by 15%	Plant 1 900 trees in streets, parks, public land and play spaces, particularly in urban heat island hot spots (areas that are warmer than their surroundings because of human activity such as buildings and roads) identified through infrared photography
Install rain gardens/water sensitive urban devices to improve the condition of our waterways	Install four new rain gardens/water sensitive urban devices

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:	2017/2018 actions working towards targets:
Continue to design and invest in community services and programs to maintain overall satisfaction above 85%	See 'Implement a Darebin Service Review program' Goal 6.1
Maintain our high immunisation rates, and increase our health checks, through innovative approaches to communication and conversation with families	Run workshops, information sessions and events for families of children to a satisfaction level above 80% Provide at least 6 workshops for educator learning
Create a new park, playground, oval and children's hub on the site of the old Ruthven primary school in Reservoir	Develop a master plan for the former Ruthven school site for mixed community service, open space and sporting use
Maintain support for playgroups and seek additional Victorian Government grant program funding, when available	Use Victorian Government funding for supported playgroups to expand program to six weekly sessions across the municipality
Transition our youth program to a skills-based approach that will help young people participate in pathways to education and employment	Develop and enact a <i>Youth Services Strategy</i>
Review our aged and disability care services in light of Federal Government changes, and maintain short waiting times for our aged care services, keeping levels of satisfaction above 85%	Review existing aged care services in light of the reform agenda and run an aged care reforms consultation with 500 people consulted Maximise opportunities for people with disability through the National Disability Insurance Scheme: 300 people assisted to access the NDIS in 2017/2018
Build four 'changing places' fully accessible disability public toilets for people with severe and profound disabilities	Identify potential locations and work with relevant stakeholders to design and build one fully accessible public toilet

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:	2017/2018 actions working towards targets:
Build or upgrade 24 play grounds, including one for all abilities, in consultation with local children	Design and build at least 6 new or upgraded play spaces for large and small public open spaces
Continue to upgrade our sports grounds and facilities	Prepare and maintain sportsgrounds so 100% are ready for competition
Build a new multipurpose indoor and outdoor sports stadium – a premier facility for women’s sport – at John Cain Memorial Park in Thornbury	Finalise the design for the Multi Sports Stadium and commence contract tendering works
Redevelop the Northcote Aquatic and Recreation Centre into a \$50M state-of-the-art aquatic centre	Finalise options to redevelop the Northcote Aquatic and Recreation Centre
Increase green (outdoor) gyms to give more residents access to free gym equipment	Install new green outdoor gyms across the municipality
Diversify leisure programs to increase participation	Apply a diversity focus across leisure infrastructure projects to determine a priority list of projects based on community needs
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	Review our sport and leisure work with an “inclusive” focus and develop a plan to reduce barriers and increase participation by girls, women and low income residents
Re-develop six senior citizen centres to increase group usage by 5%	Undertake an audit of six seniors centres to develop a plan for their renovation
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	Ongoing implementation of <i>Arts Strategy 2014 - 2020</i>
Increase and diversify audiences, supporting innovation in arts programming and maintaining high levels of satisfaction in festivals and events above 90%	Employ, program, commission and support a greater diversity of artists to reflect Darebin’s rich multicultural character
Grow the reach of the Bundoora Homestead Arts Centre	Write strategic plans and refreshed visions for: Northcote Town Hall, Darebin Arts and Entertainment Centre and Bundoora Homestead Arts Centre
	Review operating models across all Council owned cultural facilities to ensure they remain sustainable
	Review Councils festivals and events, implement a centralised events consultancy service, and get endorsement of a <i>Future of Festivals in Darebin Plan</i>
Increase and diversify participation in community food production	Provide four community gardening or community planting opportunities
	Expand the Backyard harvest festival to provide more open garden opportunities and sustainable food education
Continue to support and invest in community based organisations, activities and programs that promote participation and social connection	Continue to provide grants to Family Violence, Emergency Relief, Housing, Legal and Multicultural services that provide programs, activities and services to Darebin residents

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:	2017/2018 actions working towards targets:
Work with all families, particularly those that are vulnerable, to increase kindergarten participation	Ongoing implementation of our <i>Early Years Strategy</i>
Develop partnerships to improve outcomes for students, with a focus on disadvantaged students	Enhance partnerships with local schools and school networks to collaboratively identify areas of high priority and disadvantage
	Develop a comprehensive <i>Lifelong-Learning Strategy</i> that incorporates both Council, community and educational services, programs and activities
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	Extend opportunities for lifelong learning through the Neighbourhood House network with an emphasis in 2017-2018 on the establishment of learning programs at the East Preston Community Centre
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	Provide dynamic and responsive library events and programs
	Review/enhance Darebin Libraries community language collections and services, reflecting the 2016 Census information
	Deliver enhanced digital services, including computer upgrades and a website refresh

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:	2017/2018 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>Review our planning controls and urban design guidelines to ensure development is appropriately located and of high quality</p>	<p>Review the Darebin Planning Scheme</p> <p>Promote the benefits of sustainable development that is accessible to public transport, commercial and community facilities, to the community</p> <p>Advocate for the Planning Minister to approve our guidelines for development along the Plenty Road identified growth corridor</p> <p>Seek the Planning Ministers approval to amend the <i>Preston Market Incorporated Plan</i>, and have it included in the Darebin Planning Scheme, to ensure the future of the Preston Market</p> <p>Implement new noise equipment to improve response to noise complaints</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>Plan a Northland Urban Renewal Precinct by:</p> <ul style="list-style-type: none"> - developing a structure plan - completing an economic and employment study to inform an <i>Economic and Employment Strategy</i> - consulting on, and preparing, a TW Blake Community Park concept plan - preparing a <i>Public Realm and Open Space Strategy</i> for community consultation
<p>Create plans to revitalise:</p> <ul style="list-style-type: none"> - central Preston - the Reservoir Junction - Oakover Village / Preston Junction 	<p>Consult with our community to develop and update our vision, plans and design guidelines for activity centres including Oakover Village, Reservoir Junction and Preston Central</p>
<p>Advocate for Victorian Government level crossing removals to be elevated, so they can include three extra removals (Cramer St, Oakover Rd and Murray Rd) and use the opportunity to renew the Preston and Reservoir shopping areas to create more vibrant, safer, public spaces and better walking and cycling</p>	<p>Continue to work with the Victorian Government to achieve the separation of road and rail at crossings, including advocating for, and leading the design processes to:</p> <ul style="list-style-type: none"> - improve open space, access and connections, safety and amenity for pedestrians and bike riders, and interchange facilities for public transport - integrate new creative spaces into new buildings, master plans and major infrastructure

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
<p>Increase the public open space levy to create more open space, particularly in urban renewal areas</p> <p>Require developers to contribute to infrastructure to support population growth through a <i>Developer Contribution Scheme</i></p>	<p>Increase the open space levy across the city and advocate for its immediate approval by the Minister</p> <p>Implement a new <i>Developer Contribution Scheme</i> across the city</p>
<p>Collaborate with the Victorian Government to plan a significant, integrated and high quality social, public and private housing development at Stokes and Penola streets Thornbury</p>	<p>Work with the Victorian Government to develop a Master Plan, in collaboration with our community, to create high quality public housing at the Stokes and Penola site ensuring it complements the surrounding neighbourhood</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.

3.2 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:	2017/2018 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	Develop a portfolio of affordable and accessible working spaces in Darebin owned facilities for artists and companies Develop an inaugural <i>Cultural Infrastructure Framework</i> that will ensure consideration of new creative spaces into new buildings, Master Plans and developments
Ensure our art collections are available for the enjoyment of the community and future generations	Develop a new framework for public art and redesign our public art program
Maintain satisfaction with public arts and cultural infrastructure above 85%	Develop a cultural outcomes framework, aligned to the Council Plan, which will monitor the outcomes of cultural activity and be reported against annually



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:	2017/2018 actions working towards targets:
Reduce crash rates on roads by introducing traffic management measures on the highest risk roads Find new and better ways to upgrade our road network through new technology and products, and maintain satisfaction with local roads above 80%	Re-surface a minimum of 22 kilometres of roads Invest over \$1.1M towards improving traffic management across our city, including the installation of traffic calming devices at high risk locations: Reservoir (Cheddar to Plenty Rd) and the eastern side of the rail corridor between Miller St and Clarke St through Thornbury and Northcote
Improve or maintain satisfaction with public spaces to above 80% 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 Install and advocate for improved and more sustainable street lighting in areas of need and safety concern	Upgrade 6 to 8 retail centres with new amenities including bins, recycling bins, cycle hoops, seats and natural shade as per our <i>Retail Activity Centres Strategic Review</i> Deliver at least 80% of the actions in Our Fairfield Village (Station Streetscape Master Plan), Junction Urban Master Plan (JUMP) and the Reservoir Streetscape Master Plan Increase maintenance and cleaning programs of public open spaces and streetscapes
Improve people's perceptions of safety to above 80%	Make safer, through good urban design, 10 public spaces and places where people feel unsafe Upgrade one public toilet facility considering diversity, responsible reuse of water and inclusion of CEPTED principles (Crime Prevention Through Environmental Design) Adopt a <i>Preventing Violence Against Women Plan</i>
Expand dog walking infrastructure and manage lost animals through our new shared regional shelter, that operates under a no kill of healthy animal policy	Open a new regional shared animal facility with Moreland and Whittlesea councils, to effectively manage lost and abandoned animals. The facility will allow animals to be held for longer until they are reunited with their owner or rehomed, maintaining our policy of no kill of healthy animals. Take the lead in developing a new <i>Domestic Animal Management Plan</i> that other municipalities can link their plans to. The Plan will outline strategies for: <ul style="list-style-type: none">- ensuring responsible owners safely integrate in the community with their pets, causing no harm or nuisance to others- increasing registrations and identification of pets to decrease the number of animals that end up in the facility in the first place- outline plans for improved dog walking infrastructure- identify themes across municipalities to pursue regionally significant animal welfare opportunities and create best practice policies and programs

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:	2017/2018 actions working towards targets:
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	Provide a permit facilitation service for business Provide at least one forum on quoting and tendering to help local businesses work with and understand Council's purchasing practices
Help businesses to increase local employment, including through the uptake of Federal and Victorian Government funding for employment and skills training opportunities	Encourage local businesses to take up Victorian and Federal Government apprenticeships and other employment programs for young people to local businesses for an increase in youth employment by taking up Undertake projects which create partnerships between tertiary providers and local businesses
Increase the number of businesses doing better because of our assistance with: – digital access and capability – environmental performance – export capability – attraction of visitors	Deliver a program of opportunities for local technology entrepreneurial start ups Continue to provide advice to increase the capacity of local businesses to export products and services and adopt digital technology Deliver a calendar of events on business topics to build skills and networks Support or attract at least one new major festival or event to increase visitors Increase the number of businesses advertised in our green business directory Identify strategic freight corridors to assist goods to reach Darebin while managing the impact on our community
Create smart parking tools, such as sensors linked to an information app, to help residents use parking more effectively	Undertake a smart parking pilot, which includes the development of a mobile information application (app), in one activity centre

4.2 We will **enable and activate space**, including vacant shop fronts and council facilities, to accommodate different businesses and industries.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Increase the number of vacant shops reactivated with creative businesses	Increase in the number of vacant shops reactivated
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	Assist in repurposing a minimum of one Council facility for business purposes Work with the Darebin Innovation Centre to develop a Master Plan for the site that will ensure supports more emerging businesses and jobs growth into the future
Transform the Darebin Arts Centre from a 'place to hire' to an innovation centre providing access to affordable, fit for purpose spaces for rehearsal, administration and co-working to suit a range of sectors	Undertake a Darebin Arts Centre future options scoping study

4.3 We will pursue **regionally significant economic opportunities** to drive growth and sustainability for our region.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Continue to advocate for actions in regional partnership plans that will create regional economic growth (see Council Plan)	Continue our partnership with NORTH Link and the Northern Region of Councils (Darebin plus Banyule, Hume, Moreland, Nillumbik and Whittlesea) to collectively advocate for regional economic growth through infrastructure, industry support, and tourism development

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:	2017/2018 actions working towards targets:
Develop and implement strategies and programs that build social cohesion	Develop an Equity, Diversity and Inclusion Strategy with associated actions plans.
Implement our equity and inclusion audit vigorously across the work under this plan to ensure we:	Apply our equity and inclusion tool to all actions arising from this plan
<ul style="list-style-type: none"> - foster participation by diverse population groups in our services, facilities and programs - improve the resources of our low income residents, and address inequalities in outcomes between the north and south - address discrimination, racism, sexism, homophobia and transphobia 	Integrate our <i>Anti-Racism Strategy</i> into the equity and inclusion tool
Continue to take direct action to support marginalised and vulnerable population groups, including by:	
<ul style="list-style-type: none"> - improving disability access across the city 	Provide new ramps at the John Cain Memorial Reserve sports pavilion and at the Darebin Arts Centre Improve accessibility to Neighbourhood Houses Upgrade the lift in the Preston City Hall and the path at the Council Operations Centre Increase engagement with Darebin businesses by developing a strategy to increase: subscribers, Facebook followers, social media posts per year, interaction with our website
<ul style="list-style-type: none"> - providing community grants and other support to community organisations 	Continue to provide grants to services that provide programs, activities and services to marginalised and vulnerable residents
<ul style="list-style-type: none"> - establishing a better home for our Intercultural Centre and its programs 	Review the outcome of the Darebin Intercultural Centre needs analysis to find it a more appropriate long term home
<ul style="list-style-type: none"> - reviewing our <i>Community Communication Strategy</i> and multilingual telephone service against the 2016 Census to ensure residents can access our services and information in different languages 	Develop and implement actions to improve communication with our multicultural community in response to the 2016 Census and research we undertook in 2016/2017 to understand community preferences
<ul style="list-style-type: none"> - maintaining a Darebin rate rebate for pensioners 	Continue to provide a Darebin rate rebate
<ul style="list-style-type: none"> - increasing diversity and competency skills of our workforce 	<ul style="list-style-type: none"> - Develop a Workforce Planning Strategy that will focus on ensuring diversity is welcomed in the workplace - Update the Diversity Capabilities Framework that will aim to make Darebin Council an attractive place to work for people from all backgrounds

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Advocate to:	
<ul style="list-style-type: none"> - reduce our high level of poker machine losses - \$230 000 losses every day, higher than the annual Victorian average 	Advocate to VCAT for a reduction in approvals for gaming machines
<ul style="list-style-type: none"> - 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 	Advocate to the Federal government to provide greater support for refugees
<ul style="list-style-type: none"> - address homelessness and housing affordability 	Advocate to the Federal government to address housing affordability
<ul style="list-style-type: none"> - support and participate in community campaigns that are consistent with our goals and values 	

GOAL 5

5.2 We will bring the ideas of our diverse community into our decision-making.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Build trust in government by strengthening active community networks and supporting their initiatives	Continue to provide community grants to organisations undertaking activities across our goals
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	Write a <i>Community Engagement Framework 2018-2021</i>
Explore and implement solution based engagement methods that suit the various stakeholders and organisations in our active community and diversify and increase community feedback	Develop best practice engagement methods
Reconfigure our community advisory structures to facilitate more targeted and impactful opportunities for community decision-making	Establish a reference group that can provide ideas about how to reconfigure our community advisory structures
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	
Increase citizen participation in council meetings	Develop training and online resources to help citizens make verbal or written submissions at Council meetings and write submissions to other bodies
Maintain satisfaction in Council decisions at above 80%	Improve technology in Chambers to ensure the community can clearly hear, in person or via the live web stream, Council debates and decisions made
Build advocacy partnerships with councils, Non-Government Organisations and others, to tackle the big issues that affect our community	Develop an <i>Advocacy Strategy</i> that identifies priority issues, partners, strategies, goals, actions and timelines

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.

Actions will be determined by our Aboriginal Advisory committee
We respect Aboriginal and Torres Strait Islander history and culture and actively seek to commemorate, celebrate and honour it in our places, planning, activities and events
We work with the 17 Aboriginal and Torres Strait Islander agencies based in Darebin to achieve the goals of the community through partnerships, collaboration and co-investment
We acknowledge and respect Traditional Owners and Aboriginal and Torres Strait Islander communities' leadership towards self-determination and treaty, and we will work with the Victorian Government process to ensure that becomes a reality



GOAL 6

We will be a **leading, modern, and open council** to meet our challenges, now and in the future

6.1 We will implement **the best delivery models** to optimise efficiency and value.

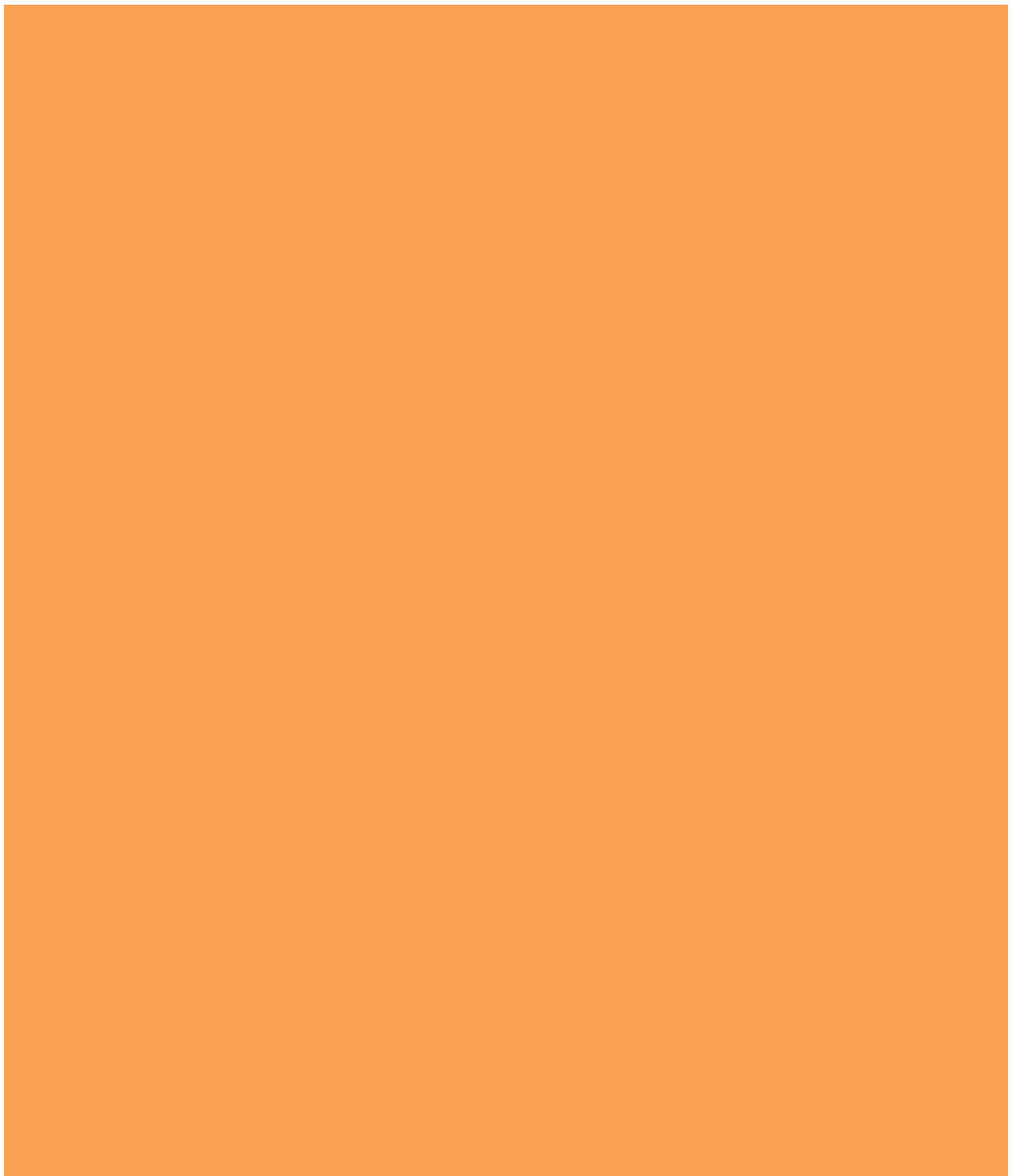
Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Review our service delivery to build a flexible and dynamic organisation that can respond to new challenges and deliver services that best meet the needs of our community	Implement a Darebin Service Review program Develop and implement a <i>Workforce Planning Strategy</i> to ensure our workforce reflects the diversity of our community, supports local employment, and equips us to respond to the needs of our community into the future
Improve our research, data analysis, and community engagement capabilities to ensure we understand the changing issues facing our community	Build our strategic research capability Build our capability to use information generated by our community engagement in decision-making
Introduce agile organisational structures that give our workforce the flexibility to respond rapidly to change	Appoint a contemporary and progressive CEO who will ensure that the organisation can respond to the challenges in the plan
Find new ways to collaborate with others to gain outcomes for our community, including regional shared services with other councils, partnerships, and advocacy campaigns	Collaborate with other Councils to explore in-house services or contracted services that can be shared at a regional level to minimise costs and maximise the value for money for our communities
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	Invest in the <i>Internet of Things Platform</i> to: optimise energy consumption; maintain assets; and mitigate risk and decrease insurance premiums
Ensure people can transact with us anywhere, anytime, on any device	Review our digital access across all council services, and implement our <i>Digital Transformation Strategy</i> to enhance accessibility online, by mobile and by emerging technologies

6.2 We will find new ways to deliver **long term financial sustainability**.

Targets from our 4 year Council Plan:	2017/2018 actions working towards targets:
Identify and pursue alternative revenue sources to build financial sustainability	Undertake feasibility analysis for the introduction of alternate revenue opportunities including <i>Public Open Space Levy</i> , <i>Developer Contribution Scheme</i> , parking strategy, grant seeking, and commercial opportunities for Council facilities
Make decisions considering people, planet, progress and profit (quadruple bottom line)	Prepare an Annual budget that enables Darebin City Council to fully fund service delivery whilst achieving an operating surplus
Develop a ten year financial strategy to ensure we can continue to deliver services, programs and assets while delivering an underlying surplus	Develop a ten year financial strategy that delivers ongoing underlying surpluses that allow the funding of <ul style="list-style-type: none"> - ongoing service delivery to the community - the timely renewal of community assets and the assets required for ongoing service delivery - new community assets
Conduct our business transparently and as expected by legislation	Implement the <i>Darebin City Council Enterprise Risk Management Strategy</i> Review and test Council's <i>Business Continuity Plan</i> Deliver capital works efficiently, effectively whilst maintaining high quality outcomes

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:	2017/2018 actions working towards targets:
Regularly update progress on this plan on our website, and keep everyone we work with well-informed through appropriate channels	Develop and execute an annual <i>Media and Communication Strategy</i> to ensure Council news is disseminated through a range of channels Implement ongoing website enhancements to improve customer experience, provide access to timely information, and enable community feedback

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DAREBIN**

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STRATEGIC RESOURCE PLAN

For the four years ended 2017-2021

Monday 8 May 2017

This Strategic Resource Plan has been developed in accordance with the Local Government Better Practice Guide 2016 – Strategic Resource Plan issued by the Department of Environment, Land, Water and Planning on preparing a Strategic Resource Plan in accordance with the legislation.

DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

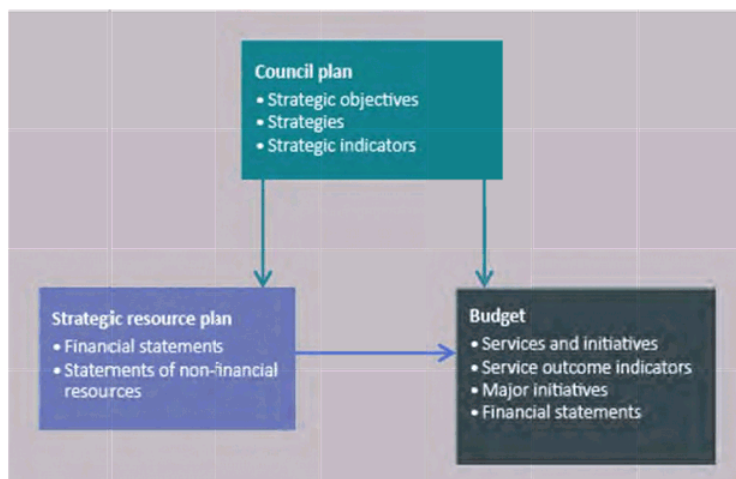
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1. Background

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 2017/18 to 2020/21 as part of its integrated planning framework as set out below.



The council plan includes the strategic objectives, strategies for achieving these for at least the next four years and strategic indicators for monitoring achievement of the strategic objectives. The SRP is a plan of the resources for at least the next four years required to achieve the strategic objectives in the council plan. 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
- 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 has also been mindful of the need 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.



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

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

Objective	Measure
<u>Service levels</u> 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.	Allowance for continuity of services included within the annual budgets throughout the plan period.
<u>Asset renewal</u> 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.	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.
<u>Operating performance</u> 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.	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.
<u>Cash and liquidity</u> We will 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.

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 2016
- 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 by the executive management team and council.

The financial projections included in the SRP have been developed using a 'four-way' budget model. This methodology is a computer based 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 the 2016/17 year are in the following table.

	Adopted Budget	Forecast Actual	Variance Fav/ (Unfav)
Result	2016/17	2016/17	(Unfav)
	\$'000	\$'000	\$'000
Surplus/(deficit) for the year	10,474	14,969	4,495
Cash and investments balance	42,822	41,186	(1,636)
Capital works expenditure	35,840	39,185	3,345



A surplus of \$14.97 million is forecast to be achieved, compared with an original budgeted surplus of \$10.47 million. The forecast \$4.50 million favourable variance is primarily due to favourable rates, statutory fees and fines, operating grants, capital grants, contributions, and employee benefits which has been partly offset by unfavourable materials, services and depreciation.

Cash and investments is forecast to be \$41.19 million compared with an original budget of \$42.82 million. The forecast \$1.64 million unfavourable variance is primarily due a significantly greater capital works expenditure than budgeted that has been partly offset by a higher opening cash and investments position compared with budget and a larger surplus than budgeted.

Capital works expenditure is forecast to be \$39.19 million compared with an original budget of \$35.84 million. The forecast \$3.35 million favourable variance is due to capital works carry forwards from 2015/16 completed in 2016/17 and the additional land purchases to be completed in 2016/17 that were not in the adopted budget.

The Victorian Government has legislated that local government rates be capped from the 2016/17 year. The rate cap for the 2017/18 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
- 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.

	2017/18	2018/19	2019/20	2020/21
	%	%	%	%
Consumer Price Index	2.0%	2.3%	2.5%	2.5%
Average Weekly Earnings	2.5%	3.0%	3.5%	3.5%
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%	2.2%	2.2%	2.2%
Property growth	1.9%	1.8%	1.8%	1.8%
Wages growth	2.0%	2.3%	2.5%	2.5%
Government funding	1.5%	1.8%	2.0%	2.0%
Statutory fees	1.5%	1.8%	2.0%	2.0%
Investment return	2.9%	3.0%	3.0%	3.0%

Consumer price index

The annual consumer price index (CPI) for the March 2017 quarter for Melbourne was 2.5 percent (ABS release 26 April 2017). The state-wide CPI is forecast to be 2.0 percent in 2017/18, 2.25 percent in 2018/19 and 2.5 percent for the remaining two years of the outlook period (Victorian State Government 2016/17 Budget Update). For the purposes of developing the SRP, CPI has been set at 2.0 percent for the 2017/18 year, 2.25 percent for 2018/19 and 2.5 percent for the remaining years and applied to all income and expense types with the exception of those specifically identified in the above table.

Rate cap



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The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap for the 2016-17 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 over the four year period based on current trends. The population growth rate has been forecast to increase by 1.9% 2017/18, 1.8% in 2018/19, 1.8% in 2018/19, and 1.8% in 2019/20.

Wages growth

Council must renegotiate a new Collective Agreement during 2017 for commencement on 1 July 2017. The wages growth in the SRP has been based on forecast rate caps in future years which is equivalent to the state-wide CPI in future years.

Grants (operating)

Council receives approximately \$14.81 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes \$4.23 million for the 2017/18 year in financial assistance grants. Future increases in operating grants excluding financial assistance grants have been set at CPI minus 0.5 percent in all years.

Statutory fees

Council raises approximately \$8.08 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 1.50 percent, following a rate decrease of 0.25 percent by the Reserve Bank on 3 August 2016. Council has set its investment return at 2.9 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 (981 per annum over the four year period) is expected to have minimal financial impact with cost increases only reflecting CPI.

Property valuation

Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 and is effective for the 2017/18 year with the next revaluation being undertaken as at 1 January 2018. An allowance of \$0.08 million has been made every two years commencing in 2017/18 to meet the additional cost of resources to complete the revaluation process.

Service delivery

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

Year	Surplus / (Deficit) for the year	Adjusted Underlying Surplus / (Deficit)	Net Service (Cost)
	\$'000	\$'000	\$'000
2016/17	14,969	8,003	89,857
2017/18	13,215	5,404	93,711
2018/19	15,640	5,848	95,350
2019/20	18,339	7,991	97,610
2020/21	19,977	9,644	99,846

Service levels have been maintained for 2017/18 but with the impact of capped rates increases service reviews will need to be undertaken across all services to establish sustainable service levels



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in future years as well as Council needing to review other potential sources of revenue. Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result sees moderate increases in future years. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.

The net cost of the services provided to the community increases from \$93.71 million to \$99.85 million over the four year period.

Other operating

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

	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000
Supplementary rates	1,120	1,120	1,120	1,120
Developer contributions (cash)	5,000	6,500	7,365	8,690
Developer contributions (non-cash)	0	0	0	0
Financial assistance grants	4,230	3,980	3,750	3,525
Grants (capital)	3,220	2,277	2,304	2,332
Statutory fees	8,076	8,238	8,402	8,238
Asset sales proceeds	734	734	734	734

Supplementary rates

The municipality is expected to continue growing over the four year period based on current trends in property development. Supplementary rates are estimated to add an additional \$1.12 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. These contributions have been forecast to increase in future years to reflect changes to open space contributions and the reintroduction of developer contributions schemes in future years.

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 initial allocation for the 2017/18 year of \$4.23 million is less than the allocation in 2016/17 and it is forecast that future allocations will continue to decrease despite indications being the Federal Government will restore the indexation to these grants in 2017/18. This is due to 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.

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 and other capital grants expected 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 \$0.73 million has been forecast in 2017/18 for the expected proceeds from the plant replacement program will similar amounts 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 2016/17 levels
- employee entitlements have increased in accordance with forecast wages growth offset by the impact of more active management of leave entitlements of staff.

6. Key strategies

6.1 Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

6.1.1 Rating context

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for 72.8% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Victorian community.

However, it has been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality.

The State Government introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2017/18 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.

Council's cost increases for 2017/18 driven by forecast wage increases, contract price increases, and increased compliance costs have been limited to 1.6%.

The Council-funded rate rebate, raised to \$150 in 2015/16 will continue to be provided to residential pensioner ratepayers in 2017/18 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 proper development of the municipal district, in accordance with section 169 of the Act.

Total rates and charges raised will be \$123.78 million, including an allowance of supplementary rates on new developments and service charges for the optional green waste service. 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 \$1.12 million in 2017/18, with special charge scheme rates for retail activity areas forecast to be \$0.33 million. The green waste collection service charge of \$2.40 million is included in rates and charges for the 2017/18 year.

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 Darebin.

In order 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.

6.1.2 Current year rates and charges

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2017.



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Year	General rate increase	Green waste increase	Total rates Raised
	%	%	\$'000
2016/17	2.5%	3.0%	120,648
2017/18	2.0%	3.0%	123,775
2018/19	2.2%	3.0%	127,546
2019/20	2.2%	3.0%	131,399
2020/21	2.2%	3.0%	135,334

6.1.3 Rating structure

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

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

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

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

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis.

The existing rating structure comprises six differential rates (residential, business, vacant residential, vacant business, mixed use occupancy, and vacant retail), and a rate concession for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to levy the rate for recreational lands at "such amount as the municipal council thinks reasonable having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit to the community derived from such recreational lands".

The business rate is set at 175% of the residential rate, the rate concession for recreational land is set at 50% of the commercial rate, the residential vacant land rate is set at 300% of the residential rate, the vacant business land rate is set at 400% of the residential rate, mixed use occupancy land is set at 140% of the residential rate, and vacant retail land is set at 400% of the residential rate. Council also levies green waste charge as allowed under the Act.

The following table summarises the rates to be determined for the 2017/18 year.

Rate Type	How applied	Actual 2016/17	Budget 2017/18	Total raised \$'000	Change
Residential	Cents / \$ CIV	0.2330032	0.2376631	96,645	2.0%
Commercial	Cents / \$ CIV	0.4077557	0.4159105	21,007	2.0%
Vacant residential	Cents / \$ CIV	0.6990100	0.7129894	425	2.0%
Vacant business	Cents / \$ CIV	0.9320130	0.9506526	658	2.0%
Mixed use occupancy	Cents / \$ CIV	0.3262045	0.3327284	1,137	2.0%
Vacant retail	Cents / \$ CIV	0.9320130	0.9506526	64	2.0%
Recreational	Cents / \$ CIV	0.2038780	0.2079553	32	2.0%
Total				119,968	

Council has adopted a formal *Rating Strategy* that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.

6.1.4 General revaluation of properties



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

During the 2015/16 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2017 for the 2017/18 year. The outcome of the general revaluation was a significant change in property valuations throughout the municipality. Overall, property valuations across the municipal district increased on average by 13.9% for the two years from 1 January 2014 to 1 January 2016. Of this increase, rateable residential properties have increased by 14.6% and rateable business properties by 11.0%.

The following table summarises the valuation changes between the 2014 and 2016 general revaluations for residential properties by suburb. Rates for individual properties will vary depending on their individual valuation outcomes.

Suburb	Rateable Residential Valuation Change	Rateable Business Valuation Change
Alphington	16.5%	8.6%
Bundoora	10.1%	20.6%
Coburg	18.7%	1.4%
Fairfield	15.2%	8.2%
Kingsbury	11.7%	8.3%
Macleod	8.4%	5.0%
Northcote	17.4%	11.7%
Preston	15.7%	12.0%
Reservoir	12.7%	7.7%
Thornbury	13.2%	10.7%
Darebin average	14.6%	11.0%

Council has chosen not to make any changes to the existing rate differential.

6.1.5 Service charges – waste collection

The fundamental issue with funding waste services through general rates is that there is no correlation with consumption.

Waste minimisation may be viewed as an important Council objective. Councils are increasingly looking at their roles in terms of broader environmental responsibilities and sustainability, particularly given pressures for land in metropolitan areas and the role of landfill gas in greenhouse effects. If Council considers that waste minimisation is an important objective it follows that ratepayers should be made aware of the significant costs involved. Specific charges are the best means of providing transparency.

Council has the power to levy a service rate or service charge or combination service rate and charge to fund waste services. The most commonly used service rate or charge is that used to defray garbage collection and recycling costs. Most councils fund waste services through a separate service charge.

Waste services lend themselves to user charges. A unit charge is normally levied on each property that receives or can access the service. The recipient of the benefit of this service can clearly be identified as the property to which it is provided so it is more in the way of a private good rather than a public good.

Darebin currently has an optional green waste service which carries an annual service charge for those who elect to take this service but has no separate charge for general waste and recycled collection services. Council may consider the introduction of services charges for general waste and recycled collection services in future financial years.

6.2 Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 14), borrowings was identified as an important funding source for capital works programs. 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



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

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. A 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.

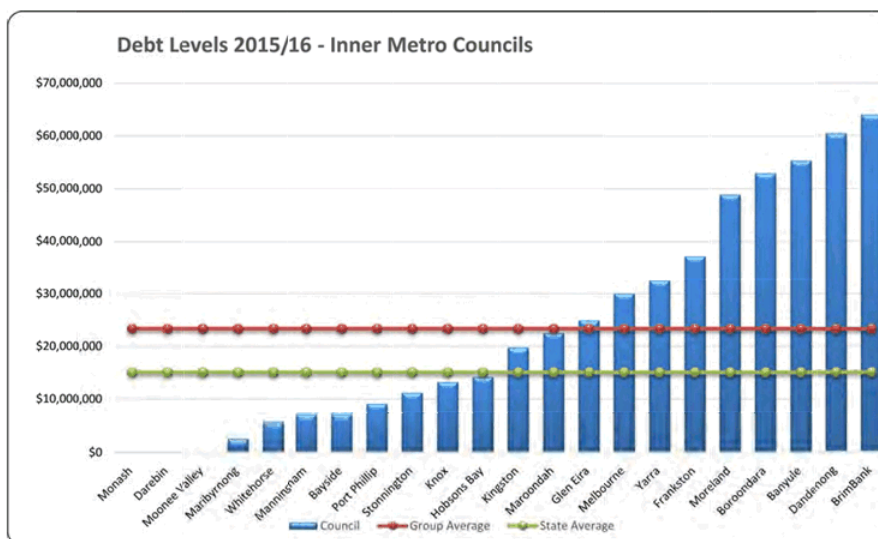
It is not possible for Council to meet infrastructure outlay needs and treat different generations of ratepayers equitably (in terms of services provided relative to rates and charges levied) without the use of borrowing. Borrowing is a useful instrument for spreading the costs of an asset over its useful 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.

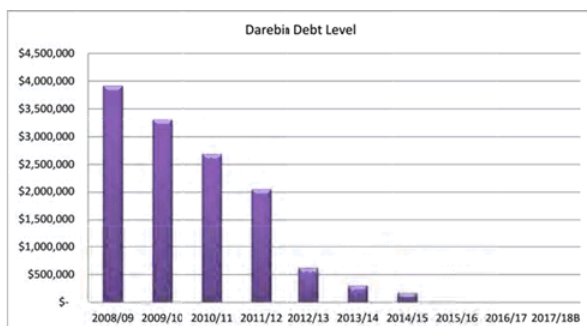
To provide some context for Council's decision on an appropriate borrowing level, borrowing data is provided for the Inner Metro councils as at the end of June 2016.



6.2.1 Council's current position



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021



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.

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 : 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.

6.2.2 Essential Services Commission's position on borrowings¹



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

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
1. Fair Go Rates System – Guidance for councils 2017-18
- (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.

6.2.3 Borrowing Principles

The Darebin City Council Borrowing Strategy is 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. 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.
5. 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.
6. 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.



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7. 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.
8. Borrowing is not to be used to finance ongoing recurrent operational expenditure.
9. 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 2017/18 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 and the extension of the Solar Savers program as detailed in the Climate Change Action Strategy. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2017 and does not reflect at this time any borrowings in future years and this will be updated as Council makes decisions on the delivery of strategies and infrastructure that require borrowings for implementation.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016/17	-	-	-	-
2017/18	-	-	-	-
2018/19	-	-	-	-
2019/20	-	-	-	-
2020/21	-	-	-	-

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

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'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	-	-

6.3 Infrastructure

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

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

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

Council has demands for capital expenditure for both new assets and renewal of existing assets.

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



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Year	Total Capital Program \$'000	Summary of funding sources			
		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2016/17	39,185	2,676	544	35,965	-
2017/18	45,797	2,830	1,793	41,174	-
2018/19	46,790	410	793	45,586	-
2019/20	53,193	389	1,227	51,577	-
2020/21	48,977	418	1,037	47,522	-

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects.

These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions public resort and recreation. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

Council will consider plans to rationalise underperforming assets and assets that are no longer required to support service delivery.

7. Outcomes

7.1 Financial outcomes

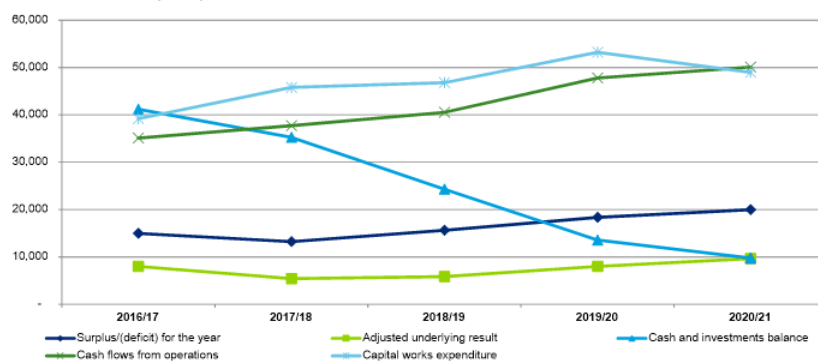
The following financial results, graph and indicators summarise the key financial outcomes for the next four years as set out in the SRP for the 2017-21 years. The attached Appendix includes the financial statements and other financial disclosures required by the Act and regulations.

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections 2018/19 2019/20 2020/21 \$'000			Trend +/-
Surplus/(deficit) for the year	14,969	13,215	15,640	18,339	19,977	+
Adjusted underlying result	8,003	5,404	5,848	7,991	9,644	+
Cash and investments balance	41,186	35,241	24,307	13,580	9,755	-
Cash flows from operations	35,087	37,698	40,513	47,785	50,050	+
Capital works expenditure	39,185	45,797	46,790	53,193	48,977	+

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)



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Indicator	Measure	Budget 2017/18	Strategic Resource Plan Projections			Trend +/-
			2018/19	2019/20	2020/21	
Operating position						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	3.3%	3.6%	4.6%	5.3%	o
Liquidity						
Working Capital	Current assets / current liabilities	181.8%	170.4%	137.8%	125.4%	-
Unrestricted cash	Unrestricted cash / current liabilities	21.9%	(8.0%)	(39.5%)	(49.9%)	-
Obligations						
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	o
Indicator	Measure	Budget 2017/18	Strategic Resource Plan Projections			Trend +/-
			2018/19	2019/20	2020/21	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue	1.2%	1.1%	1.1%	1.1%	o
Asset renewal	Asset renewal expenses / Asset depreciation	113.2%	109.5%	133.2%	143.2%	+
Stability						
Rates concentration	Rate revenue / adjusted underlying revenue	75.5%	74.8%	74.3%	73.9%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.27%	0.26%	0.25%	0.25%	-
Efficiency						
Expenditure level	Total expenses/ no. of property assessments	\$2,285	\$2,336	\$2,361	\$2,389	o
Revenue level	Residential rate revenue / No. of residential property assessments	\$1,522	\$1,629	\$1,743	\$1,866	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	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.



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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.

The SRP supports Council achieving its goals within a framework of financial sustainability. Financial sustainability in the longer term means that planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

The key objectives set out in this SRP and the measures used to reflect these objectives are included below, together with the outcomes for each objective.

Service levels

Objective

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.

Measure

Allowance for continuity of services included within the annual budgets throughout the plan period.

Outcome

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

Asset renewal

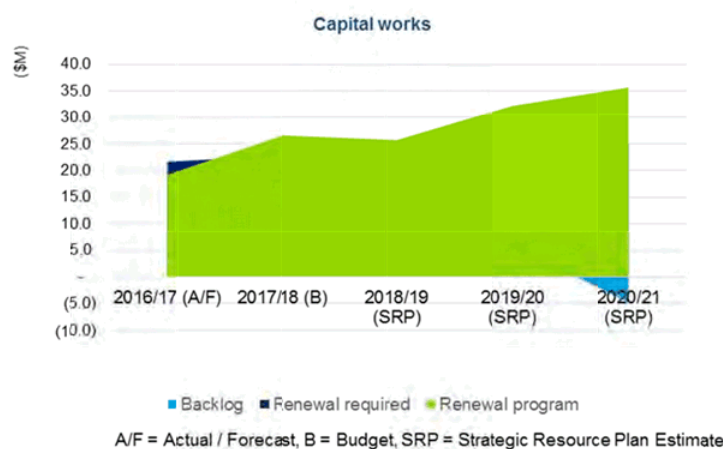
Objective

We will continue to focus on renewing our infrastructure such as roads, footpaths, open space and buildings to ensure these community assets are maintained at an appropriate standard to meet required service levels.

Measure

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.

Outcome



The above graph indicates that total funding available for capital works exceeds depreciation in each of the four years. A negative monetary difference between depreciation and renewal expenditure is an indication that there is an increasing gap between renewal investment and assets requiring renewal.



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

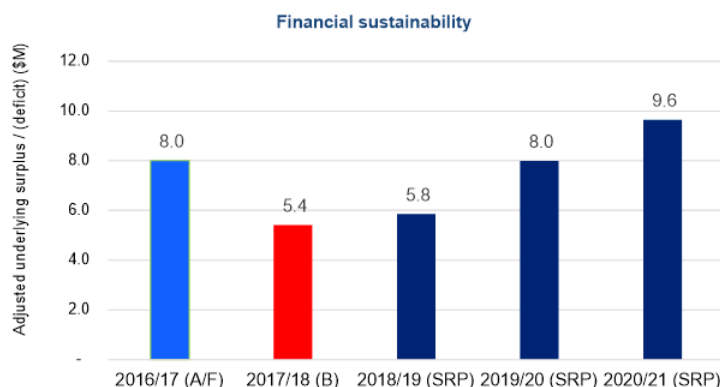
This indication is predicated on the asset's life declining at rate that is the same as the straight line depreciation values reported in the financial statements. In reality, the renewal gap can only be reliably estimated when asset condition assessments and the quality of maintenance are also considered. The underlying renewal expenditure compared with depreciation is expected to remain above 100% for the term of the SRP.

Operating performanceObjective

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.

Measure

Achieve an underlying operating surplus throughout the term of the SRP. The underlying surplus is measured after adjusting for capital grants and contributions that are not necessarily ongoing funding sources and timing differences on grants for provision of services.

Outcome

A/F = Actual / Forecast, B = Budget, SRP = Strategic Resource Plan Estimate

The adjusted underlying result, which is a measure of financial sustainability, shows an increasing adjusted underlying surplus.

Cash and liquidityObjective

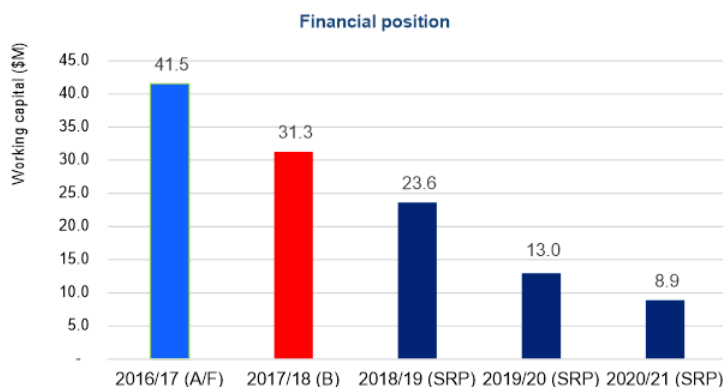
We will ensure Council holds sufficient cash and other assets in order to meet payment obligations to suppliers and employees as they fall due.

Measure

Achieve a working capital ratio of at least 1.10 : 1 in the plan.

Outcome

DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021



A/F = Actual / Forecast, B = Budget, SRP = Strategic Resource Plan Estimate

Working capital represents operating liquidity available to Council. The budgeted working capital at 30 June 2018 is a financially sound 182% of current (or short term) assets against current liabilities, representing Council's ability to meet its current obligations. This means that for every \$1.00 of current liabilities, Council has \$1.82 worth of current assets.

The financial position is expected to improve with net assets (net worth) to increase by \$17.51 million to \$1.30 billion although net current assets (working capital) will reduce by \$10.23 million to \$31.29 million as at 30 June 2018. This is mainly due to the use of cash reserves to fund the capital works program. (Net assets is forecast to be \$1.28 billion million as at 30 June 2017).

Summary of financial outcomes

Based on the assumptions as set out in the above section and associated strategies, each of the financial objectives which underpin the SRP have been achieved over the four year period. However, it must be noted that any significant adverse change in the key assumptions, could result in the non-achievement of some or all of the financial objectives.

Accordingly the financial outcomes must be considered in light of these assumptions. The SRP will be reviewed and updated each year.

7.2 Non-financial outcomes

In addition to the financial resources to be consumed over the planning period, Council will also utilise non-financial resources, in particular human resources. Appendix B "Non-financial Resources" includes a more detailed analysis of the human resources to be used over the four year period.

On the basis of continuing to provide the same level of service to the community, the level of human resources as measured in Equivalent Full Time (EFT) personnel has been assumed to remain generally constant over the four year period with employee costs increasing in line with wage indexation assumptions inclusive of base rate increases and banding level changes.

Issues which may impact on Council's ability to maintain its current resource level are labour market constraints in highly specialised areas such as traffic engineering and areas where demand is high such as urban planning, although the current economic conditions have resulted in greater availability of labour at the present time. Council also has an ageing workforce, particularly in areas with high levels of manual labour which may also impact on its ability to maintain adequate service levels in these areas.

The following table summarises the key non-financial outcomes for the next four years as set out in the SRP for years 2017-21 years. The attached Appendix includes the non-financial statements and other non-financial disclosures required by the Act and Local Government (Planning and Reporting) Regulations 2014.



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

For the four years ending 30 June 2021	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure				
Employee costs - Operating	(80,452)	(83,105)	(85,806)	(88,594)
Employee costs - Capital	(1,011)	(1,047)	(1,081)	(1,116)
Total staff expenditure	(81,463)	(84,151)	(86,886)	(89,710)
Staff numbers	EFT	EFT	EFT	EFT
Employees	779.0	779.0	776.1	776.1
Total staff numbers	779.0	779.0	776.1	776.1

7.3 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 110% over the four year period (measure: working capital ratio).



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Darebin City Council Budgeted Comprehensive Income Statement

For the four years ending 30 June 2021	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income				
Rates and charges	123,775	127,546	131,399	135,334
Statutory fees and fines	8,076	8,238	8,402	8,570
User fees	11,846	12,142	12,446	12,757
Grants - Operating	14,806	15,102	15,403	15,710
Grants - Capital	3,278	3,725	3,742	3,809
Contributions - monetary	5,000	6,543	7,092	7,020
Contributions - non-monetary	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(13)	19	-	-
Other income	3,207	5,028	6,851	8,425
Total Income	169,975	178,344	185,335	191,626
Expenses				
Employee costs	(81,463)	(84,151)	(86,886)	(89,710)
Materials and services	(43,012)	(44,437)	(45,909)	(47,430)
Bad and doubtful debts	(876)	(1,095)	(951)	(1,001)
Depreciation and amortisation	(22,784)	(23,467)	(24,171)	(24,896)
Borrowing costs	-	-	-	-
Other expenses	(8,625)	(9,554)	(9,079)	(8,612)
Total Expenses	(156,760)	(162,704)	(166,996)	(171,649)
Surplus/(deficit) for the year	13,215	15,640	18,339	19,977
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods:				
Net asset revaluation increment/(decrement)	-	-	73,528	-
Total comprehensive result	13,215	15,640	91,867	19,977



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Darebin City Council Budgeted Balance Sheet

For the four years ending 30 June 2021	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets				
Current assets				
Cash and cash equivalents	35,241	24,307	13,580	9,755
Trade and other receivables	15,311	13,887	14,627	15,105
Other financial assets	17,274	17,274	17,274	17,274
Inventories	65	65	65	65
Other assets	1,640	1,640	1,640	1,640
Total current assets	69,531	57,173	47,186	43,839
Non-current assets				
Trade and other receivables	350	351	351	352
Investments in associates and joint ventures	2,867	2,867	2,867	2,867
Property, infrastructure, plant & equipment	1,267,407	1,290,730	1,393,279	1,417,360
Investment property	-	-	-	-
Intangible assets	-	-	-	-
Total non-current assets	1,270,624	1,293,947	1,396,497	1,420,579
Total assets	1,340,155	1,351,120	1,443,683	1,464,418
Liabilities				
Current liabilities				
Trade and other payables	12,948	7,750	7,912	8,125
Trust funds and deposits	5,151	5,254	5,359	5,466
Provisions	20,147	20,550	20,961	21,380
Total current liabilities	38,246	33,554	34,232	34,972
Non-current liabilities				
Provisions	1,725	1,742	1,760	1,777
Total non-current liabilities	1,725	1,742	1,760	1,777
Total liabilities	39,971	35,296	35,992	36,749
Net assets	1,300,184	1,315,824	1,407,691	1,427,669
Equity				
Accumulated surplus	541,199	556,839	575,179	595,156
Reserves	758,985	758,985	832,513	832,513
Total equity	1,300,184	1,315,824	1,407,691	1,427,669



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Darebin City Council Budgeted Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017/18				
Balance at beginning of the financial year	1,282,669	527,984	742,157	12,528
Surplus/(deficit) for the year	13,215	13,215	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	4,300	-	-	4,300
Balance at end of financial year	1,300,184	541,199	742,157	16,828
2018/19				
Balance at beginning of the financial year	1,300,184	541,199	742,157	16,828
Surplus/(deficit) for the year	15,640	15,640	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,315,824	556,839	742,157	16,828
2019/20				
Balance at beginning of the financial year	1,315,824	556,839	742,157	16,828
Surplus/(deficit) for the year	18,339	18,339	-	-
Net asset revaluation increment/(decrement)	73,528	-	73,528	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,407,691	575,179	815,685	16,828
2020/21				
Balance at beginning of the financial year	1,407,691	575,179	815,685	16,828
Surplus/(deficit) for the year	19,977	19,977	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,427,669	595,156	815,685	16,828



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Darebin City Council Budgeted Statement of Cash Flows

For the four years ending 30 June 2021	Budget	Strategic Resource Plan Projections		
	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities				
Rates and charges	120,472	128,737	130,954	135,115
Statutory fees and fines	7,183	8,422	8,479	8,661
User fees	12,767	12,415	12,560	12,892
Grants - operating	14,806	15,440	15,544	15,877
Grants - capital	3,278	3,809	3,776	3,850
Contributions - monetary	5,000	6,543	7,092	7,020
Interest received	1,695	1,703	1,712	1,721
Trust funds and deposits taken	-	103	105	107
Other receipts	3,146	5,218	6,901	8,502
Net GST refund / payment	8,824	6,399	7,401	6,967
Employee costs	(81,464)	(90,601)	(90,138)	(93,011)
Materials and services	(49,384)	(47,843)	(47,627)	(49,175)
Trust funds and deposits repaid	-	-	-	-
Other payments	(8,625)	(9,834)	(8,974)	(8,476)
Net cash provided by/(used in) operating activities	37,698	40,513	47,785	50,050
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(50,377)	(51,469)	(58,512)	(53,875)
Proceeds from sale of property, infrastructure, plant and equipment	734	21	-	-
Proceeds from investments	6,000	-	-	-
Repayments of loans and advances	-	-	-	-
Net cash provided by/(used in) investing activities	(43,643)	(51,448)	(58,512)	(53,875)
Cash flows from financing activities				
Finance costs	-	-	-	-
Proceeds from borrowings	-	-	-	-
Repayment of borrowings	-	-	-	-
Net cash provided by/(used in) financing activities	-	-	-	-
Net increase/(decrease) in cash & cash equivalents	(5,945)	(10,934)	(10,727)	(3,825)
Cash and cash equivalents at the beginning of the financial year	41,186	35,241	24,307	13,580
Cash and cash equivalents at the end of the financial year	35,241	24,307	13,580	9,755



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Darebin City Council Budgeted Statement of Capital Works

For the four years ending 30 June 2021	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property				
Land	-	-	-	-
Land improvements	488	383	394	405
Total land	488	383	394	405
Buildings	7,358	21,937	27,926	24,075
Heritage buildings	-	-	-	-
Building improvements	1,154	-	-	-
Leasehold improvements	-	-	-	-
Total buildings	8,512	21,937	27,926	24,075
Total property	9,000	22,320	28,320	24,480
Plant and equipment				
Heritage plant and equipment	-	-	-	-
Plant, machinery and equipment	5,458	4,236	6,261	5,438
Fixtures, fittings and furniture	177	-	-	-
Computers and telecommunications	3,034	1,453	1,489	1,527
Library books	789	840	861	882
Total plant and equipment	9,458	6,528	8,611	7,847
Infrastructure				
Roads	6,999	4,822	4,574	4,914
Bridges	3,417	1,771	86	88
Footpaths and cycleways	3,690	3,027	2,903	2,982
Drainage	1,621	1,066	1,737	1,785
Recreational, leisure and community facilities	386	300	308	262
Waste management	-	-	-	-
Parks, open space and streetscapes	9,977	5,190	4,841	4,750
Off street car parks	46	-	-	-
Other infrastructure	1,203	1,766	1,814	1,870
Total infrastructure	27,339	17,941	16,262	16,650
Total capital works expenditure	45,797	46,790	53,193	48,977
Represented by:				
New asset expenditure	9,815	15,850	13,384	1,672
Asset renewal expenditure	26,586	25,705	32,185	35,639
Asset expansion expenditure	1,265	785	1,766	3,992
Asset upgrade expenditure	8,131	4,450	5,858	7,674
Total capital works	45,797	46,790	53,193	48,977



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Darebin City Council Budgeted Statement of Human Resources

For the four years ending 30 June 2021	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure				
Employee costs - Operating	(80,452)	(83,105)	(85,806)	(88,594)
Employee costs - Capital	(1,011)	(1,047)	(1,081)	(1,116)
Total staff expenditure	(81,463)	(84,151)	(86,886)	(89,710)
Staff numbers	EFT	EFT	EFT	EFT
Employees	779.0	779.0	776.1	776.1
Total staff numbers	779.0	779.0	776.1	776.1



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Other information

Summary of planned capital works expenditure for the four years ended 30 June 2021

Capital Works Area	Total	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2017/18									
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	488	174	102	212	0	0	0	488	0
Total land	488	174	102	212	0	0	0	488	0
Buildings	7,358	2,642	3,482	836	398	0	0	7,358	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	1,154	0	372	782	0	0	0	1,154	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total Buildings	8,512	2,642	3,854	1,618	398	0	0	8,512	0
Total property	9,000	2,816	3,956	1,830	398	0	0	9,000	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	5,458	50	4,808	580	20	0	734	2,503	0
Fixtures, Fittings and Furniture	177	30	133	14	0	0	0	177	0
Computers and Telecommunications	3,034	279	1,684	660	411	0	0	3,034	0
Library Books	789	99	550	140	0	18	0	751	0
Total plant and equipment	9,458	458	7,175	1,394	431	18	734	8,706	0
INFRASTRUCTURE									
Roads	6,999	595	5,466	844	94	467	0	6,532	0
Transport & road safety	1,203	0	300	903	0	0	0	1,203	0
Bridges	3,417	2,587	747	83	0	0	1,665	1,752	0
Footpaths and Cycleways	3,690	140	2,691	719	140	0	0	3,690	0
Drainage	1,621	572	597	452	0	0	0	1,621	0
Recreational, Leisure and Community Facilities	386	35	290	61	0	1,345	0	386	0
Parks, Open Space and Streetscapes	9,977	2,612	5,318	1,845	202	1,000	13	8,964	0
Off Street Car Parks	46	0	46	0	0	0	0	46	0
Other Infrastructure	0	0	0	0	0	0	0	0	0
Total infrastructure	27,339	6,541	15,455	4,907	436	2,812	1,678	22,849	0
TOTAL capital works expenditure 2017/18	45,797	9,815	26,586	8,131	1,265	2,830	2,412	40,555	0



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Capital Works Area	Total	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2018/19									
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	383	191	192	0	0	0	0	383	0
Total land	383	191	192	0	0	0	0	383	0
Buildings	21,937	12,879	7,246	1,359	453	0	0	21,937	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total Buildings	21,937	12,879	7,246	1,359	453	0	0	21,937	0
Total property	22,320	13,070	7,438	1,359	453	0	0	22,320	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	4,236	63	4,141	31	0	0	793	3,442	0
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers and Telecommunications	1,453	363	944	73	73	0	0	1,453	0
Library Books	840	0	672	168	0	0	0	840	0
Total plant and equipment	6,528	450	4,617	72	117	0	793	5,735	0
INFRASTRUCTURE									
Roads	4,822	0	4,822	0	0	410	0	4,412	0
Transport & road safety	1,766	0	883	883	0	0	0	1,766	0
Bridges	1,771	1,240	531	0	0	0	0	1,771	0
Footpaths and Cycleways	3,027	0	2,783	244	0	0	0	3,027	0
Drainage	1,066	0	746	320	0	0	0	1,066	0
Recreational, Leisure and Community Facilities	300	75	150	75	0	0	0	300	0
Parks, Open Space and Streetscapes	5,190	1,038	2,595	1,298	260	0	0	5,190	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
Total infrastructure	17,941	2,353	12,510	2,819	260	410	0	17,941	0
TOTAL capital works expenditure 2018/19	46,790	15,850	25,705	4,450	785	410	793	45,587	0



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Capital Works Area	Total	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019/20									
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	394	197	197	0	0	0	0	394	0
Total land	394	197	197	0	0	0	0	394	0
Buildings	27,926	11,701	12,129	2,646	1,449	0	0	27,926	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total Buildings	27,926	11,701	12,129	2,646	1,449	0	0	27,926	0
Total property	28,320	11,898	12,326	2,646	1,449	0	0	28,320	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	6,261	68	6,159	34	0	0	1,227	5,034	0
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers and Telecommunications	1,489	372	968	75	74	0	0	1,489	0
Library Books	861	0	689	172	0	0	0	861	0
Total plant and equipment	8,611	440	7,816	281	74	0	1,227	7,384	0
INFRASTRUCTURE									
Roads	4,574	0	4,574	0	0	389	0	4,185	0
Transport & road safety	1,814	0	907	907	0	0	0	1,814	0
Bridges	86	0	86	0	0	0	0	86	0
Footpaths and Cycleways	2,902	0	2,687	215	0	0	0	2,902	0
Drainage	1,737	0	1,216	521	0	0	0	1,737	0
Recreational, Leisure and Community Facilities	308	77	154	77	0	0	0	308	0
Parks, Open Space and Streetscapes	4,841	969	2,420	1,210	242	0	0	4,841	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
Total infrastructure	16,262	1,046	12,044	2,930	242	389	0	15,874	0
TOTAL capital works expenditure 2019/20	53,193	13,384	32,185	5,858	1,766	389	1,227	51,577	0



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Capital Works Area	Total	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020/21									
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	405	202	203	0	0	0	0	405	0
Total land	405	202	203	0	0	0	0	405	0
Buildings	24,075	0	15,961	4,436	3,678	0	0	24,075	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total Buildings	24,075	0	15,961	4,436	3,678	0	0	24,075	0
Total property	24,480	202	16,164	4,436	3,678	0	0	24,480	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	5,438	72	5,330	36	0	0	1,037	4,401	0
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers and Telecommunications	1,527	382	993	76	76	0	0	1,527	0
Library Books	882	0	706	176	0	0	0	882	0
Total plant and equipment	7,847	454	7,029	288	76	0	1,037	6,810	0
INFRASTRUCTURE									
Roads	4,914	0	4,914	0	0	418	0	4,496	0
Transport & road safety	1,870	0	935	935	0	0	0	1,870	0
Bridges	88	0	88	0	0	0	0	88	0
Footpaths and Cycleways	2,982	0	2,756	226	0	0	0	2,982	0
Drainage	1,785	0	1,250	535	0	0	0	1,785	0
Recreational, Leisure and Community Facilities	262	65	132	65	0	0	0	262	0
Parks, Open Space and Streetscapes	4,750	950	2,375	1,188	237	0	0	4,750	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
Total infrastructure	16,651	1,015	12,450	2,949	237	418	0	16,233	0
TOTAL capital works expenditure 2020/21	48,977	1,672	35,639	7,674	3,992	418	1,037	47,522	0



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

CITY OF DAREBIN

Summary of planned human resources expenditure for the four years ending 30 June 2021

	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
Chief Executive				
-Permanent full time	635	651	667	684
-Permanent part time	74	76	78	80
Total Chief Executive	709	728	745	763
City Futures & Assets				
-Permanent full time	10,204	10,459	10,721	10,989
-Permanent part time	611	626	642	658
Total City Futures & Assets	10,815	11,085	11,362	11,647
Operations & Environment				
-Permanent full time	14,768	15,138	15,516	15,904
-Permanent part time	532	546	559	573
Total Operations & Environment	15,301	15,683	16,075	16,477
Community Development				
-Permanent full time	15,301	15,683	16,075	16,477
-Permanent part time	15,916	16,314	16,722	17,140
Total Community Development	31,216	31,997	32,796	33,618
Corporate Services				
-Permanent full time	7,550	7,738	7,932	8,130
-Permanent part time	550	563	577	592
Total Corporate Services	8,099	8,302	8,508	8,722
Civic Governance & Compliance				
-Permanent full time	5,691	5,833	5,979	6,129
-Permanent part time	1,006	1,031	1,057	1,083
Total Civic Governance & Compliance	6,697	6,864	7,036	7,212
Total casuals and other	7,525	9,419	10,287	11,191
Capitalised labour	1,010	0	0	0
Total staff expenditure	81,373	84,078	86,809	89,629
	EFT	EFT	EFT	EFT
Chief Executive				
-Permanent full time	3.0	3.0	3.0	3.0
-Permanent part time	0.8	0.8	0.8	0.8
Total Chief Executive	3.8	3.8	3.8	3.8
City Futures & Assets				
-Permanent full time	100.5	100.5	100.5	100.5
-Permanent part time	6.3	6.3	6.3	6.3
Total City Futures & Assets	106.8	106.8	106.8	106.8
Operations & Environment				
-Permanent full time	168.0	168.0	168.0	168.0
-Permanent part time	6.5	6.5	6.5	6.5
Total Operations & Environment	174.5	174.5	174.5	174.5
Community Development				
-Permanent full time	151.8	151.8	151.8	151.8
-Permanent part time	194.9	194.9	194.9	194.9
Total Community Development	346.7	346.7	346.7	346.7
Corporate Services				
-Permanent full time	68.0	68.0	68.0	68.0
-Permanent part time	5.7	5.7	5.7	5.7
Total Corporate Services	73.7	73.7	73.7	73.7
Civic Governance & Compliance				
-Permanent full time	56.0	56.0	56.0	56.0
-Permanent part time	17.5	17.5	17.5	17.5
Total Civic Governance & Compliance	73.5	73.5	73.5	73.5
Total staff numbers*	779.0	779.0	779.0	779.0

*Excludes casual staff



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Glossary

Act	means the <i>Local Government Act 1989</i>
Annual report	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
Asset expansion expenditure	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
Asset expenditure type	means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; (d) asset expansion expenditure
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	means expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life
Australian Accounting Standards (AASB)	means the accounting standards published by the Australian Accounting Standards Board
Budget	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
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade
Council Plan	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
Financial resources	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget
Financial statements	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
Financial year	means the period of 12 months ending on 30 June each year
Human resources	means the staff employed by a council



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Major initiatives	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
Minister	means the Minister for Local Government
Model budget	means the <i>Victorian City Council Model Budget</i> prepared annually by the Chartered Accountants in Australia and New Zealand
New asset expenditure	means expenditure that creates a new asset that provides a service that does not currently exist
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget
Non-recurrent grant	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
Planning and accountability framework	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
Performance statement	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
Recurrent grant	means a grant other than a non-recurrent grant
Regulations (LGR)	means the Local Government (Planning and Reporting) Regulations 2014
Report of operations	means a report containing a description of the operations of the council during the financial year and included in the annual report
Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Statement of capital works	means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared accordance to the model statement of capital works in the Local Government Financial Report
Strategic objectives	means the outcomes a council is seeking to achieve over the next four years and included in the Council Plan
Strategic Resource Plan	means a plan of the financial and non-financial resources for at



DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

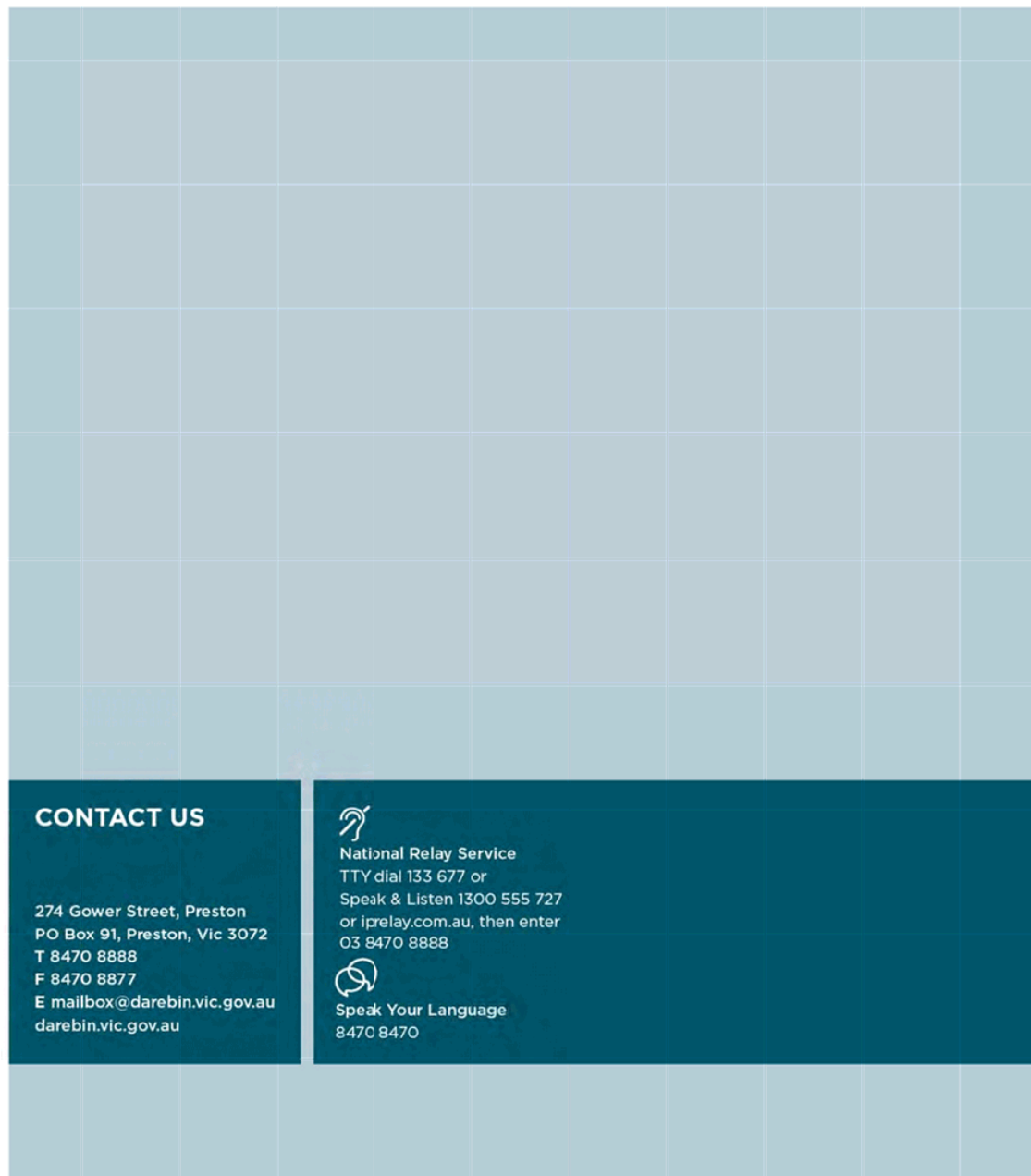
	least the next four years required to achieve the strategic objectives in the Council Plan. Is also referred to as a long term financial plan
Strategies	means high level actions directed at achieving the strategic objectives in the Council Plan
Statement of human resources	means a statement which shows all council staff expenditure and numbers of full time equivalent council staff
Statements of non-financial resources	means a statement which describes the non-financial resources including human resources
Summary of planned capital works expenditure	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
Summary of planned human resources expenditure	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





DAREBIN CITY COUNCIL Strategic Resource Plan 2017-2021

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CONTACT US	
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Recommendation

That Council note the Reports by Mayor and Councillors.

5. CLOSE OF MEETING

