

Ordinary Meeting of Council Agenda

**to be held on Tuesday 4 April 2017 at 7.00pm
Richmond Town Hall**

Disability - Access and Inclusion to Committee and Council Meetings:

Facilities/services provided at the Richmond and Fitzroy Town Halls:

- Entrance ramps and lifts (off Moor Street at Fitzroy, entry foyer at Richmond)
- Hearing loop (Richmond only), the receiver accessory may be accessed by request to either the Chairperson or the Governance Officer at the commencement of the meeting, proposed resolutions are displayed on large screen and Auslan interpreting (*by arrangement, tel. 9205 5110*)
- Electronic sound system amplifies Councillors' debate
- Interpreting assistance (*by arrangement, tel. 9205 5110*)
- Disability accessible toilet facilities

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Order of business

- 1. Statement of recognition of Wurundjeri Land**
- 2. Attendance, apologies and requests for leave of absence**
- 3. Declarations of conflict of interest (Councillors and staff)**
- 4. Confidential business reports**
- 5. Confirmation of minutes**
- 6. Petitions and joint letters**
- 7. Public question time**
- 8. General business**
- 9. Delegates' reports**
- 10. Questions without notice**
- 11. Council business reports**
- 12. Notices of motion**
- 13. Urgent business**

1. Statement of Recognition of Wurundjeri Land

"Welcome to the City of Yarra."

"Yarra City Council acknowledges the Wurundjeri as the Traditional Owners of this country, pays tribute to all Aboriginal and Torres Strait Islander people in Yarra and gives respect to the Elders past and present."

2. Attendance, apologies and requests for leave of absence

Anticipated attendees:

Councillors

- Cr Amanda Stone (Mayor)
- Cr Danae Bosler
- Cr Mi-Lin Chen Yi Mei
- Cr Misha Coleman
- Cr Jackie Fristacky
- Cr Stephen Jolly
- Cr Mike McEvoy
- Cr Daniel Nguyen
- Cr James Searle

Council officers

- Vijaya Vaidyanath (Chief Executive Officer)
- Ivan Gilbert (Group Manager - CEO's Office)
- Andrew Day (Director - Corporate, Business and Finance)
- Chris Leivers (Director - Community Wellbeing)
- Joanne Murdoch (Director - Advocacy and Engagement)
- Bruce Phillips (Director - Planning and Place Making)
- Jane Waldoock (Assistant Director - Planning and Place making)
- Guy Wilson-Browne (Director - City Works and Assets)
- Fred Warner (Group Manager – People, Culture and Community)
- Mel Nikou (Governance Officer)

3. Declarations of conflict of interest (Councillors and staff)

4. Confidential business reports

Nil

5. Confirmation of minutes

RECOMMENDATION

That the minutes of the Ordinary Council Meeting held on Tuesday 21 March 2017 be confirmed.

6. Petitions and joint letters

7. Public question time

Yarra City Council welcomes questions from members of the community.

Public question time is an opportunity to ask questions, not to make statements or engage in debate.

Questions should not relate to items listed on the agenda. (Council will consider submissions on these items separately.)

Members of the public who wish to participate are to:

- (a) state their name clearly for the record;
- (b) direct their questions to the chairperson;
- (c) ask a maximum of two questions;
- (d) speak for a maximum of five minutes;
- (e) refrain from repeating questions that have been asked previously by themselves or others; and
- (f) remain silent following their question unless called upon by the chairperson to make further comment.

8. General business

9. Delegates' reports

10. Questions without notice

11. Council business reports

Item		Page	Rec. Page	Report Presenter
11.1	Amendment C229 - Queens Parade	6	10	Bruce Phillips – Director Planning and Place Making
11.2	Proposed Council Plan 2017-21 (incorporating the Municipal Health and Wellbeing Plan) for community consultation	26	30	Julie Wyndham – Manager Corporate Planning and Performance
11.3	Draft Budget 2017-18 and Draft Long Term Financial Strategy 2017-18 to 2026-27	79	82	Ange Marshall – Chief Financial Officer
11.4	Investing in Community Grants 2018-2020 Initiation Report.	252	256	Aldo Malavisi – Community Partnerships Unit Manager
11.5	Consideration and adoption of a Civic Flag Policy	266	274	Rhys Thomas – Senior Governance Advisor
11.6	Report on Assemblies of Councillors Held - October to February 2017	282	283	Ivan Gilbert - Executive Manager - Chief Executive's Office

Public submissions procedure

The public submission period is an opportunity to provide information to Council, not to ask questions or engage in debate.

When the chairperson invites verbal submissions from the gallery, members of the public who wish to participate are to:

- (a) state their name clearly for the record;
- (b) direct their submission to the chairperson;
- (c) speak for a maximum of five minutes;
- (d) confine their remarks to the matter under consideration;
- (e) refrain from repeating information already provided by previous submitters; and
- (f) remain silent following their submission unless called upon by the chairperson to make further comment.

12. Notices of motion

Nil

13. Urgent business

Nil

11.1 Amendment C229 - Queens Parade

Trim Record Number: D17/39635

Responsible Officer: Manager City Strategy

Purpose

1. This report is to inform Council on the recent gazettal of Amendment C229 to the Yarra Planning Scheme introducing interim planning controls for a precinct at the western end of Queens Parade, including the site at 26-56 Queens Parade, Fitzroy North.

Background

2. Council, at a Council meeting on 7 February 2017, resolved to request that the Minister for Planning urgently introduce an interim Design and Development Overlay by way of a Ministerial Amendment under Section 20 (4) of the *Planning and Environment Act 1987* for precinct at the western end of Queens Parade, including the site at 26-56 Queens Parade. This resolution is included in Attachment 1.
3. The amendment request sought to introduce controls to mandate different building heights and setback controls for future development across the different sites within the precinct reflective of heritage streetscape qualities of Queens Parade, Brunswick Street and the neighbouring residential areas.
4. The Design and Development Overlay that was submitted to the Minister for Planning was informed by a Built Form Review prepared by urban design consultants with input from heritage consultants. The Built Form Review assessed the whole of Queens Parade with detailed advice for the precinct covered by the Design and Development Overlay.
5. The request sought to introduce the controls for a period of 2 years while a permanent Design and Development Overlay for the precinct and other areas of Queens Parade is prepared.
6. The amendment request has now been considered by the Minister for Planning and Amendment C229 was published in a Special Government Gazette on 28 March 2017. The gazetted amendment includes a small number of changes to the Design and Development Overlay to the one that was requested by Council, including an increase to the mandatory building height on the site at 26-56 Queens Parade, Fitzroy North. The gazetted Design and Development Overlay is included in Attachment 2.
7. There is a current planning permit application for the site at 26-56 Queens Parade (originally proposing to develop the land into a 16 storey building with 476 dwellings but modified to propose a building of up to 12 storeys). This permit is subject to a current VCAT proceeding that was scheduled to commence on 3 April 2017.

External Consultation

8. No external consultation has been undertaken in the preparation of this report.
9. In the future, if a permanent Design and Development Overlay for the precinct and other areas of Queens Parade is advanced to a full planning scheme amendment then it would be exhibited in accordance with Section 19 of the Planning and Environment Act 1987 if authorisation is received from the Minister for Planning.

Internal Consultation (One Yarra)

10. No internal consultation has been undertaken in the preparation of this report.

Financial Implications

11. There are no financial implications in considering this report.

Economic Implications

12. There are no economic implications in considering this report.

Sustainability Implications

13. There are no sustainability implications in considering this report.

Social Implications

14. There are no social implications in considering this report.

Human Rights Implications

15. There are no known human rights implications in considering this report.

Communications with CALD Communities Implications

16. Any future exhibition of a planning scheme amendment would involve consultation in accordance with the Planning and Environment Act and also Council's consultation policies.

Council Plan, Strategy and Policy Implications

17. The Design and Development Overlay supports the following strategy in the Council Plan:
- (a) *Manage change in Yarra's built form and activity centres through community engagement, land use planning and appropriate structure planning processes.*

Legal Implications

18. There are no financial implications in considering this report.

Discussion

The Submitted Design and Development Overlay

19. The submitted Design and Development Overlay includes the two precinct areas shown in Figure 1.

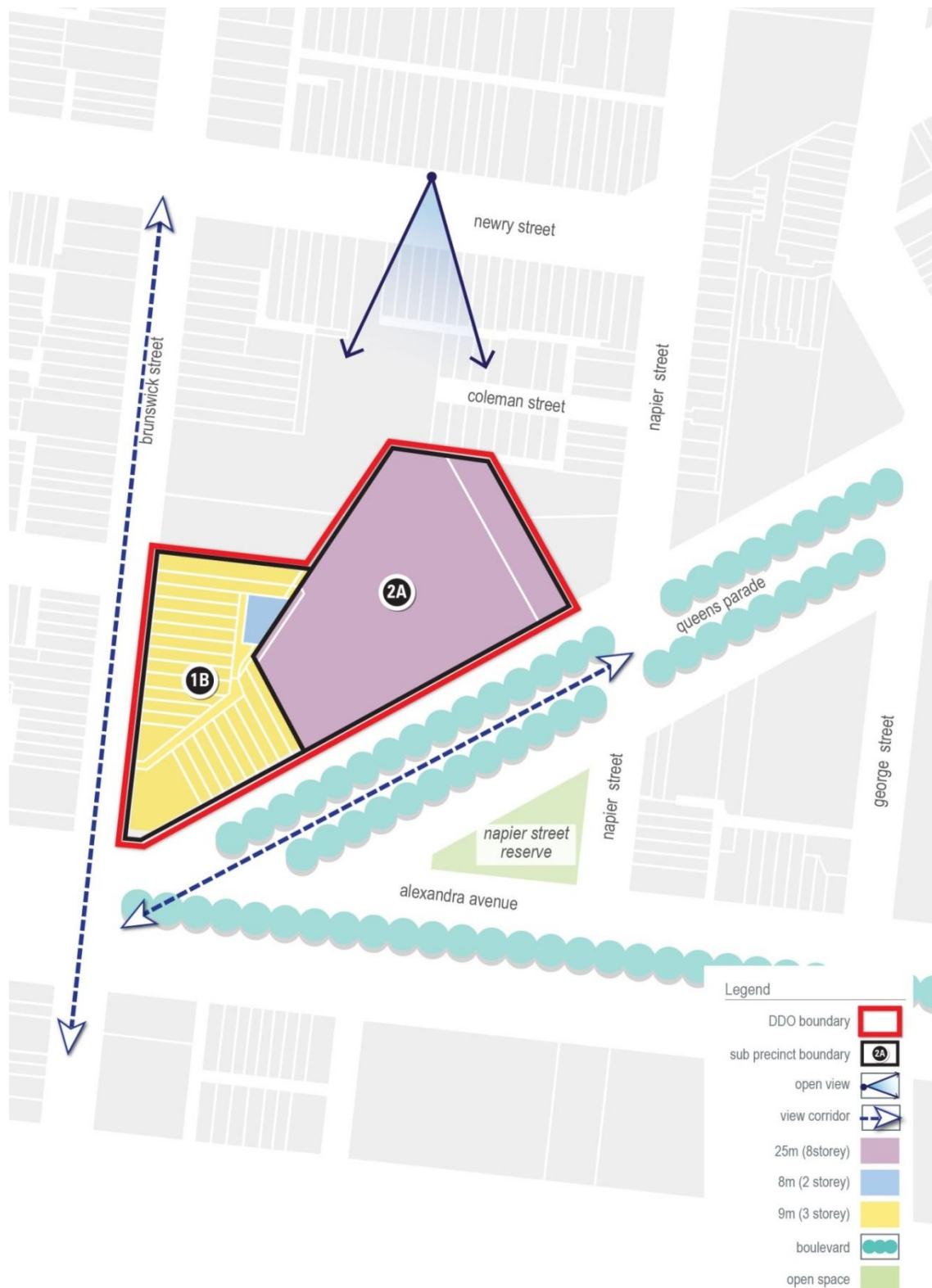


Figure 1 – Precincts in Submitted DDO

20. For Precinct 1B, the submitted Design and Development Overlay sought a mandatory maximum building height of 9 metres (3 storeys) and a mandatory requirement to retain the existing heritage façade height for properties fronting Brunswick Street. It included a mandatory upper level setback above the front of these buildings of a minimum of 8 metres and compliance with ResCode standards for the setbacks from the rear and side boundary. For the small site at the rear of 26-56 Queens Parade, the submitted Design and Development Overlay requested a mandatory maximum building height 2 storeys.

21. For Precinct 2A, the submitted Design and Development Overlay sought a mandatory maximum building height of 25 metres (8 storeys) and a mandatory requirement to retain the existing heritage façade height. It sought a mandatory upper level setback above the front of these buildings of a minimum of 8 metres between 3 storeys and 5 storeys and a minimum of 11m above 5 storeys. For the other interfaces, it sought a variety of discretionary controls requiring setbacks to manage amenity impacts on neighbouring properties.
22. The submitted Design and Development Overlay was largely consistent with the Built Form Review prepared by the urban design and heritage consultants with the following key exceptions:
 - (a) the Built Form Review recommended a mandatory maximum building height of 12 metres (4 storeys) for the small site at the rear of 26-56 Queens Parade; and
 - (b) the Built Form Review recommended a mandatory maximum building height of 31 metres (10 storeys) for the strategic redevelopment site at 26-56 Queens Parade.

The Gazetted Design and Development Overlay

23. The gazetted Design and Development Overlay includes a small, but significant, number of changes to the controls that were requested by Council.
24. The differences to the controls are:
 - (a) an alteration of the building height for the small site at the rear of 26-56 Queens Parade (known as Lot 1 on Title plan TP806921) from a mandatory maximum height of 2 storeys to a mandatory maximum height of 9 metres (3 storeys);
 - (b) alteration of the building height for the strategic redevelopment site at 26-56 Queens Parade within Precinct 2A from a mandatory maximum height of 25 metres (8 storeys) to a mandatory maximum height of 31 metres (10 storeys); and
 - (c) altering all mandatory setback controls to discretionary setback controls.
25. Importantly, the controls for overall building heights have been maintained as mandatory controls. This provides greater certainty regarding the overall height of future development.

Preparation of Planning Controls for Queens Parade

26. The gazettal of the Amendment marks the completion of Stage 1 and 2 of a three stage process for preparing planning controls for Queen Parade that was resolved by Council at a Council meeting on 22 November 2016 (see Attachment 4).
27. Stage 1 and Stage 2 was to urgently pursue an urban design and heritage analysis of the Queens Parade precinct with a view of seeking a Design and Development Overlay in the Yarra Planning Scheme for the precinct at the western end of Queens Parade, including the site at 26-56 Queens Parade, Fitzroy North.
28. Stage 3 was to have other key areas of the Queens Parade precinct assessed with the view to these areas of the Queens Parade corridor also being included in a permanent Design and Development Overlay in the Yarra Planning Scheme. This involves an update to the Built Form Review to include more detailed design guidance for these other area of the Queens Parade corridor.
29. Stage 3 work has commenced and is anticipated to be complete to enable consideration of a draft Design and Development Overlay by Council in July/August 2017. This draft Design and Development Overlay will include the precinct in the recently gazetted Design and Development Overlay and the additional areas.

Conclusion

30. Following the resolution of Council at the Council meeting on 22 November 2016, officers have urgently pursued an urban design and heritage analysis of the Queens Parade precinct and submitted Amendment C229 for approval by the Minister for Planning under 20(4) of the *Planning and Environment Act*. Amendment C229 includes a Design and Development Overlay to guide the future development of the precinct at the western end of Queens Parade, including the site at 26-56 Queens Parade.

31. The Minister for Planning has approved the amendment and its gazettal on 28th March 2017 introduces a Design and Development Overlay for the precinct for a period of two years.
32. The gazetted Design and Development Overlay includes some key differences to the overall building heights in the submitted amendment request, particularly for the site at 26-56 Queens Parade, and changes all setback controls to discretionary from mandatory.
33. Importantly, whilst taller, the overall building heights are maintained as mandatory controls providing certainty regarding the overall height of future development in the precinct.
34. Following completion of the Stage 3 work, a full Planning Scheme Amendment should be pursued to introduce a permanent Design and Development Overlay for this precinct and the balance of Queens Parade.

RECOMMENDATION

1. That Council:
 - (a) note that the Minister for Planning approved Amendment C229 for Queens Parade and that it was gazetted on 28 March 2017; and
 - (b) note that the gazetted Amendment C229 includes the following changes to the Design and Development Overlay submitted by Council:
 - (i) alteration of the building height for the rear laneway site known as Lot 1 on Title plan TP806921 from a mandatory maximum height of 2 storeys to a mandatory maximum height of 9 metres (3 storeys);
 - (ii) alteration of the building height for the strategic redevelopment site at 26-56 Queens Parade from a mandatory maximum height of 31 metres (10 storeys) to a mandatory maximum height of 25 metres (8 storeys); and
 - (iii) alteration of all setback controls from mandatory controls to discretionary controls.

CONTACT OFFICER: Andrew Johnson
TITLE: Coordinator Strategic Planning
TEL: 9205 5311

Attachments

- 1 Council Resolution - 7 February 2017
- 2 Amendment C229 - Gazetted DDO
- 3 Council Resolution - 22 November 2016

Attachment 1 - Council Resolution - 7 February 2017

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11.14 Amendment C229 - Queens Parade Interim Planning Controls

Trim Record Number: D17/7912
Responsible Officer: Manager City Strategy

RECOMMENDATION

1. That Council:
 - (a) note the completion of the urban design and heritage analysis for the precinct at the western end of Queens Parade, including the site at 26-56 Queens Parade, North Fitzroy (Stage 1 and Stage 2);
 - (b) receive a further report following the completion of the urban design and heritage analysis for the other parts of Queens Parade (Stage 3); and
 - (c) request that the Minister for Planning urgently introduce an interim Design and Development Overlay by way of a Ministerial Amendment under Section 20 (4) of the *Planning and Environment Act 1987* to provide the required design guidance in the Yarra Planning Scheme for precinct at the western end of Queens Parade, including the site at 26-56 Queens Parade while a full Planning Scheme Amendment to introduce a permanent DDO for the same precinct and other parts of Queens Parade is advanced through the normal amendment process following completion of the Stage 3 work.

Public Submissions

The following people addressed Council on the matter:

Mr Glen McCallum;

Mr Simon Evans;

Mr Bill Robb;

Mr Graham Merrett;

Mr John Hayhoe; and

Mr Greg Spark.

Councillor Jolly left the meeting at 9.26pm

Councillor Jolly returned to the meeting at 9.29pm

The Mayor adjourned the meeting for 2 minutes.

COUNCIL RESOLUTION

Moved: Councillor Fristacky

Seconded: Councillor Coleman

1. That Council:
 - (a) note the completion of the urban design and heritage analysis for the precinct at the western end of Queens Parade, including the site at 26-56 Queens Parade, North Fitzroy (Stage 1 and Stage 2) and noting the articulate and well researched evidence provided by the community in its submissions to Council on 7 February 2017;
 - (b) receive a further report following the completion of the urban design and heritage analysis for the other parts of Queens Parade (Stage 3); and
 - (c) note the strategic justification for an 8 storey mandatory maximum height limit for Precinct 2A, 26-56 Queens Parade as follows:

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Attachment 1 - Council Resolution - 7 February 2017

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- (i) a 10 storey height was informed by the assessment of the Gasometer site streetwall. However, this is a much larger strategic development site of some 4 hectares on a main arterial road, compared with 26-56 Queens Parade of some 0.8 hectares;
- (ii) the 26-56 Queens Parade strategic development site is constrained in being surrounded by NRZ or need for an appropriate transition in building scale from 1-2 storey heritage fabric adjacent, i.e. low scale fine grain surrounding land use with some higher development in this area at 5-6 storeys. This contrasts with the less constrained island nature of the Gasometer site;
- (iii) the 26-56 Queens Parade site is not in a Major Activity Centre, not serviced by a rail station or directly on a tram line. The adjacent Brunswick Street tram service is at capacity and there is an absence of east west public transport services;
- (iv) a transition in building scale from adjacent 1-2 storey, the heritage façade on Queens Parade, and the Queens Parade Boulevard would seem to be more appropriately met by a more gradual 3 storey transition to 5 to 8 storey than 3 to 8 to 10; and
- (v) apart from sensitivity to views from Newry Street and the Edinburgh Gardens, there needs to be sensitivity to views from Coleman Street, where existing 1 storey cottages are required to comply with sightlines of non-visibility on extensions, compromised by a 10 storey structure visible and dominantly so from Coleman Street; and
- (d) amend the DDO 16 in Attachment 4 to include:
 - (i) a new design objective under Clause 1.0 Design objectives for Precinct 2a as follows:
"To encourage permeability within and through the site."
 - (ii) an alteration to the mandatory building height in column 2 of Table 2 to "maximum 25m (8 storeys)";
 - (iii) an alteration to the mandatory upper level setback from front of building in column 2 of Table 2 above the heritage façade to "minimum of 8m setback from 10m (3 storeys) to 16m (5 storeys)" and "minimum of 11m setback from 16m (5 storeys)";
 - (iv) an alteration to the mandatory upper level setback from front of building in column 2 of Table 2 above new street wall (where no heritage façade exists) to "minimum of 5m setback from 10m (3 storeys) to 16m (5 storeys)" and "minimum of 8m setback from 16m (5 storeys)";
 - (v) alterations to the mandatory controls for the setbacks in column 2 of Table 2 to reflect the amended mandatory maximum building height of 25m (8 storeys);
 - (vi) the following alteration to the text in Table 3:
"Façade design treatments and the articulation of new buildings should respect the detailing of heritage buildings."
"Any part of a building above a non-heritage street wall height should use materials at the upper levels of the building that are recessive in finish and colour."
"Incorporate fenestration patterns and solid to void ratios that respect heritage facades."
 - (vii) changes to the built form outcomes in Table 2, Clause 2.0 Application requirements and Clause 4.0 Decision guidelines to ensure consideration of the visual dominance of development on the skyline when viewed from Coleman Street;

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Attachment 1 - Council Resolution - 7 February 2017

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- (viii) the following alteration to the text in Table 1 regarding precinct 1B: maximum of 2 storeys for the rear laneway site known as Lot 1 on Title plan TP806921; and
- (ix) other changes to the DDO necessary to reflect these amendments; and
- (e) request that the Minister for Planning urgently introduce the draft interim Design and Development Overlay by way of a Ministerial Amendment under Section 20 (4) of the *Planning and Environment Act 1987* to provide the required design guidance in the Yarra Planning Scheme for precinct at the western end of Queens Parade, including the site at 26-56 Queens Parade while a full Planning Scheme Amendment to introduce a permanent DDO for the same precinct and other parts of Queens Parade is advanced through the normal amendment process following completion of the Stage 3 work; and
- (f) that the resolution, full report and attachments be forward to the Minister for Planning.

CARRIED

Councillor Searle abstained

CALL FOR A DIVISION

For: Councillors Coleman, Fristacky, Jolly, Stone, McEvoy, Bosler and Nguyen

Against: Councillor Chen Yi Mei

Abstained: Councillor Searle

Councillor Bosler left the meeting at 10.08pm

Councillor Bosler returned to the meeting at 10.10pm

Attachment 2 - Amendment C229 - Gazetted DDO

YARRA PLANNING SCHEME

28/03/2017
C229

SCHEDULE 16 TO THE DESIGN AND DEVELOPMENT OVERLAY

Shown on the planning scheme map as **DDO16**.

Queens Parade (west)

1.0

Design objectives

28/03/2017
C229

The design objectives for Precinct 1B: Brunswick Street Precinct includes:

- To encourage low rise additions behind the front sections of the terraced houses of Brunswick Street and Queens Parade that respects the prevailing streetscape character and subdivision grain.
- To retain and conserve the heritage values of this low scale Victorian residential area including the front sections of the terraced houses, street setbacks and subdivision pattern.
- To retain the visual prominence of the individually significant corner building that forms the southern gateway to Queens Parade and to Fitzroy North more broadly.
- To facilitate the appropriate low rise infill of the site located to the rear of residential properties fronting Brunswick Street.
- To ensure future vehicle access and services are provided off a rear laneway, where possible.
- To ensure upper level elevations that are exposed to the public domain are high quality, visually recessive and do not diminish the appreciation of the heritage building.

The design objectives for Precinct 2A: Boulevard Precinct includes:

- To ensure the redevelopment of the land accommodating the former 'K.G. Luke Pty Ltd Electro Plate Manufacturers' factory contributes positively to the urban character of Fitzroy North.
- To retain, enhance and incorporate the existing heritage facade into the redevelopment of the site and to create a consistent parapet height along the streetscape.
- To ensure new development does not diminish, or detract from the heritage values of the boulevard streetscape, the heritage street wall and the heritage trees along Queens Parade.
- To moderate the prominence of development above the street wall with respect to mid and long range panoramic and streetscape views and the Yarra skyline from the Edinburgh Gardens (HO213) and Newry Street (HO327- Fitzroy North Precinct).
- To ensure heritage buildings retain their three-dimensional form as viewed from the public realm to avoid 'facadism'.
- To ensure an appropriate transition in building scale across the site having regard to the existing and preferred built form to the east, north and west.
- To recognise the low scale, fine grain format of existing surrounding development.
- To avoid repetitive stepped built form at upper levels of development.
- To ensure development appropriately considers the amenity impacts on neighbouring development and achieves a high standard of internal amenity within the development.
- To encourage the development above the street wall to be designed as a series of separate development parts with building separation to enable views to the sky.

Attachment 2 - Amendment C229 - Gazetted DDO

YARRA PLANNING SCHEME

- To encourage permeability within and through the site.
- To ensure adequate solar access is provided to the Queens Parade boulevard and the adjoining Napier Street Reserve.

2.0

28/03/2017
C229

Buildings and works

A permit is required to construct a building or construct or carry out works.

A permit cannot be granted to exceed the 'mandatory control' listed within Tables 1 and 2.

The street wall height is measured at the vertical distance between the footpath or natural surface level at the centre of the site frontage and the highest point of the building at the street edge, with the exception of architectural features and building services.

Building height does not include architectural features and service equipment including plant rooms, lift overruns, structures associated with green roof areas and other such equipment provided that all of the following criteria are met:

- The total roof area occupied by the equipment (other than solar panels) is minimised;
- The equipment is located in a position on the roof so as to minimise its visibility and minimise additional overshadowing of neighbouring properties and public spaces;
- The equipment does not extend higher than 3.6 metres above the maximum building height; and
- The equipment and screening is integrated into the design of the building to the satisfaction of the responsible authority.

Table 1 – Precinct 1B building heights & setbacks

Built Form	Mandatory Control	Discretionary Control	Built Form Outcome
Building Height	<ul style="list-style-type: none"> ▪ Maximum 9m (3 storeys) for properties fronting Brunswick Street & Queens Parade ▪ Maximum 9m (3 storeys) for rear laneway site known as Lot 1 on Title Plan TP806921. 		Development that respects the heritage and streetscape value of the precinct.
Façade Height	<ul style="list-style-type: none"> ▪ Retain existing heritage façade. ▪ Development on 460 Brunswick Street adjoining the individually significant corner building must not exceed the parapet height 		<p>Development that:</p> <ul style="list-style-type: none"> ▪ Reinforces the heritage values of the precinct; ▪ Respects the scale of the existing heritage buildings; ▪ Maintains the existing heritage buildings as the dominant feature in the streetscape; and ▪ Limits amenity impacts of building bulk, overlooking and overshadowing on

Attachment 2 - Amendment C229 - Gazetted DDO

YARRA PLANNING SCHEME

Built Form	Mandatory Control	Discretionary Control	Built Form Outcome
	of building.	that	existing residential properties.
Front Setback from boundary of Brunswick Street/Queens Parade		<ul style="list-style-type: none"> Development on 460 Brunswick Street adjoining the individually significant corner building should match the setback of that building. Retain existing front setback. 	
Upper Level Setback from front of building		Minimum of 8m setback behind the heritage façade/ new streetwall	
Setback(s) from side boundary		<ul style="list-style-type: none"> ResCode Standard B17 	
Setback(s) from rear boundary		<ul style="list-style-type: none"> ResCode Standard B17 	

Table 2 – Precinct 2A building heights & setbacks

Built Form	Mandatory Control	Discretionary Control	Built Form Outcome
Building Height	<ul style="list-style-type: none"> Maximum 31m (10 storeys). 		<p>Development that:</p> <ul style="list-style-type: none"> Respects the scale of existing heritage buildings, both on and adjoining the site; Ensures projections above the street wall are not dominant in the skyline when viewed from Newry Street, Coleman Street and the Edinburgh Gardens; Ensures adequate solar access is provided to the Queens Parade boulevard and the adjoining Napier Street Reserve at the equinox (09.00-15.00); and Maintains the visual dominance of the heritage boulevard trees on Queens Parade over the built form.
Façade Height	<ul style="list-style-type: none"> Retain existing heritage façade; or Where no 	<ul style="list-style-type: none"> The street wall of development adjoining the individually significant building should 	<p>Development that:</p> <ul style="list-style-type: none"> Incorporates the existing heritage street wall into the redevelopment of the site and establishes a

Attachment 2 - Amendment C229 - Gazetted DDO

YARRA PLANNING SCHEME

Built Form	Mandatory Control	Discretionary Control	Built Form Outcome
	heritage façade exists a maximum 10m (3 storeys).	be below the parapet height of the heritage building.	consistent street wall height along the streetscape; <ul style="list-style-type: none"> Ensures through a combination of height, massing and materials, the decorative parapet of the individually significant heritage building remains prominent along the street wall;
Front Setback from boundary of Queens Parade		0m up to maximum 10m (3 storeys).	
Upper Level Setback from front of building		<p>Above existing heritage façade:</p> <ul style="list-style-type: none"> Minimum of 8m setback from 10m (3 storeys) to 16m (5 storeys) Minimum of 11m setback from 16m (5 storeys). <p>Above new street wall (where no existing heritage façade):</p> <ul style="list-style-type: none"> Minimum of 5m setback from 10m (3 storeys) to 16m (5 storeys) Minimum of 8m setback from 16m (5 storeys). 	<ul style="list-style-type: none"> Ensures the primacy of the landscape boulevard within the Queens Parade viewshed; and Does not detract from the heritage values of the boulevard streetscape, the heritage street wall and the heritage trees along Queens Parade.
Setback(s) from rear boundaries – North & North West adjacent to NRZ & GRZ		<ul style="list-style-type: none"> ResCode Standard B17 measured from the rear boundary of adjoining properties up to 10m (3storeys). Setback within a 45 degree angle line measured from 10m (3 storeys) up to 25m (8 storey). 	<p>Development that:</p> <ul style="list-style-type: none"> Delivers an appropriate transition in scale of development from the surrounding lower scale heritage residential built form; Delivers an appropriate interface arrangement to neighbouring properties and minimises visual bulk and mass when viewed from neighbouring properties;
Setback(s) from side boundary – East adjacent to NRZ		<ul style="list-style-type: none"> 0m setback to match party wall of existing adjoining development up to 10 metres (3 storeys). Setback within a 45 degree angle line measured from 10m (3 	<ul style="list-style-type: none"> Limits amenity impacts of building bulk, overlooking and overshadowing on existing residential properties; Avoids repetitive stepped form within the 45 degree profile; and Ensures the projections above the street wall are

Attachment 2 - Amendment C229 - Gazetted DDO

YARRA PLANNING SCHEME

Built Form	Mandatory Control	Discretionary Control	Built Form Outcome
		storeys) up to 25m (8 storeys).	not dominant in the skyline when viewed from Newry Street.
Setback(s) from side boundary – East adjacent to MUZ		<ul style="list-style-type: none"> 0m setback to match party wall of existing adjoining development or 10m (3 storeys) where no party wall exists. Minimum of 9m setback from the windows/ balconies of adjoining apartments up to 16m (5 storeys). Minimum of 15m setback above 16m (5 storeys). 	<p>Development that:</p> <ul style="list-style-type: none"> Delivers an appropriate interface arrangement and minimise visual bulk and mass when viewed from neighbouring properties; Delivers an appropriate transition in scale of development to the existing apartments on Napier Street; and Limits amenity impacts of building bulk, overlooking and overshadowing on existing residential properties.
Setback(s) from side/ rear boundaries – West & North West adjacent to MUZ		<ul style="list-style-type: none"> 0m setback to match party wall of existing adjoining development to the west or 10m (3 storeys) where no party wall exists. Setback within a 45 degree angle line measured from 10m (3 storeys). 	<p>Development that</p> <ul style="list-style-type: none"> Delivers an appropriate interface arrangement and minimise visual bulk and mass when viewed from neighbouring properties Delivers an appropriate transition in scale of development to the existing apartments and the lower scale heritage residential built form in Brunswick Street; Avoids repetitive stepped form within the 45 degree profile; and Limits amenity impacts of building bulk, overlooking and overshadowing on existing residential properties.

Table 3 – General Design Requirements

Design Element	Requirement	Built Form Outcome
Building facades and street frontages	<p>The articulation of new building facades should incorporate vertical articulation to reinforce the prevailing fine grain pattern of subdivision and buildings in the area.</p> <p>Facade design treatments and the articulation of new buildings should respect the detailing of heritage buildings.</p>	<p>Development that:</p> <ul style="list-style-type: none"> Recognises the fine grain built form character of heritage streetscapes and minimises the dominance of wide building frontages; and Delivers high quality façade and architectural

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Design Element	Requirement	Built Form Outcome
		detailing that respects the heritage qualities of Queens Parade and Brunswick Street.
Upper Level Development (above the street wall/3 storeys)	<p>Any part of a building above a non heritage street wall height should use materials at the upper levels of the building that are recessive in finish and colour.</p> <p>Development that is visible above or behind the street wall should be designed so that side walls are articulated and read as part of the overall building design.</p> <p>Any part of a building above a heritage facade should:</p> <ul style="list-style-type: none"> ▪ use visually lightweight materials that are recessive and sympathetic to the heritage facades; ▪ incorporate fenestration patterns and solid to void ratios that respect heritage facades; and ▪ avoid highly articulated facades with recessed and projecting elements. 	<p>Development that:</p> <ul style="list-style-type: none"> ▪ Maintains the dominance of the heritage street wall in the streetscape and the vista along Queens Parade; ▪ Ensures upper level development is visually recessive; and ▪ Ensures upper level development does not detract from the heritage streetscape.
Building Separation	The upper levels of new buildings on sites with frontages wider than 80 metres should provide visual separation and views to the sky between buildings.	<p>Development that:</p> <ul style="list-style-type: none"> ▪ Avoids continuous built form at upper levels; and ▪ Minimises the visual dominance of upper levels on the streetscape.

Note:

Nominated storeys within Tables 1, 2 & 3 are based on an assumption of 4m floor to ceiling height for a ground level commercial use and 3m floor to ceiling height for residential use above.

Application Requirements

Unless with the written consent of the Responsible Authority, an application must provide:

- An Urban Context Report that:
 - Describes the existing urban context of the area;
 - Explains the key planning, design and contextual considerations and influences on the proposed building and works;
 - Explains how the proposed buildings and works responds to their urban context including:
 - the built form character of the adjacent and nearby buildings;
 - the heritage character of adjacent and nearby heritage buildings and places; and
 - the streetscape character;
 - Explains how the proposed buildings and works respond to the design objectives, requirements and design outcomes of this Schedule, as appropriate;
 - Explains the effect of the proposed buildings and works, including on:

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YARRA PLANNING SCHEME

- sunlight, daylight and wind impacts on streets and other public spaces; and
- adjoining residential development, as appropriate;
- Perspectives showing the form, massing, profile, material finishes and detailed design of the proposed building(s).
- Perspective and modelling of the proposed building(s) when viewed from the north side of Newry Street and of Coleman Street, and the WT Peterson Oval, the Fitzroy Grandstand and other locations in the southern part of Edinburgh Gardens to Council's specifications.
- A landscape plan prepared by a suitably qualified landscape designer.
- A traffic, and car parking report including the following details:
 - The appearance, layout and allocation of car parking – including any visitor and flexi car parking;
 - Bicycle parking provisions including number and location;
 - Vehicular ingress and egress to and from the site; and
 - Location and arrangements for the loading and unloading of heavy vehicles where relevant.
- A heritage impact assessment prepared by a suitably qualified heritage consultant, including a schedule of conservation works and a heritage interpretation plan for Individually Significant (graded) buildings.
- For residential development, an acoustic report prepared by a suitably qualified acoustic engineer, demonstrating how the requirements of the State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) No. N-1, the State Environment Protection Policy (Control of Music Noise from Public Premises) No. N-2, sleep disturbance criteria and any other relevant Australian Standards, as applicable, will be met.
- A Sustainable Design Assessment (SDA) for 2-9 dwellings to Council's specifications (in accordance with the Application Requirements of Clause 22.17).
- A Sustainability Management Plan (SMP) for 10 or more dwellings to Council's specifications (in accordance with the Application Requirements of Clause 22.17).
- A waste management plan prepared by a suitably qualified waste management expert.
- A environmental wind assessment prepared by a suitably qualified professional to undertake measurements of environmental wind conditions around the proposed development and develop wind amelioration features as necessary.
- A Green Travel Plan prepared by a suitably qualified person outlining site-specific initiatives and actions to encourage the use of more sustainable transport options.

3.0

28/03/2017
C229

Subdivision

A permit is not required to subdivide land.

4.0

28/03/2017
C229

Decision guidelines

Before deciding on an application, the Responsible Authority must consider the following:

- Whether the design objectives in Section 1.0 and the built form outcomes in Tables 1, 2 and 3 of this Schedule are achieved.

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- Whether the design requirements for specific areas in Tables 1 and 2 of this Schedule are achieved.
- The *Queens Parade, Clifton Hill Built Form Review – February, 2017*.
- The architectural quality of the proposal, including the design, scale, height, materials, mass and visual bulk of the development in relation to the surrounding built form.
- The profile and impact of redevelopment along Queens Parade and from Newry Street, Coleman Street and the Edinburgh Gardens.
- The design response at the interface with existing low-scale residential properties.
- Whether the proposal contributes to and improves the pedestrian environment and other areas of the public realm.
- How the proposal responds to the presence of heritage buildings either on, or in close proximity to the development.
- The design of the streetscape interface along the primary street frontage and its contribution to an active street environment.
- How any proposed buildings and works will impact on solar access to Queens Parade and the Napier Street Reserve.
- The suitability of vehicle access and egress arrangements and the location, layout and appearance of areas set aside for car parking.
- The extent to which ESD measures are incorporated into the development.

5.0

28/03/2017
C229

Reference document

Queens Parade, Clifton Hill Built Form Review – February, 2017

6.0

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C229

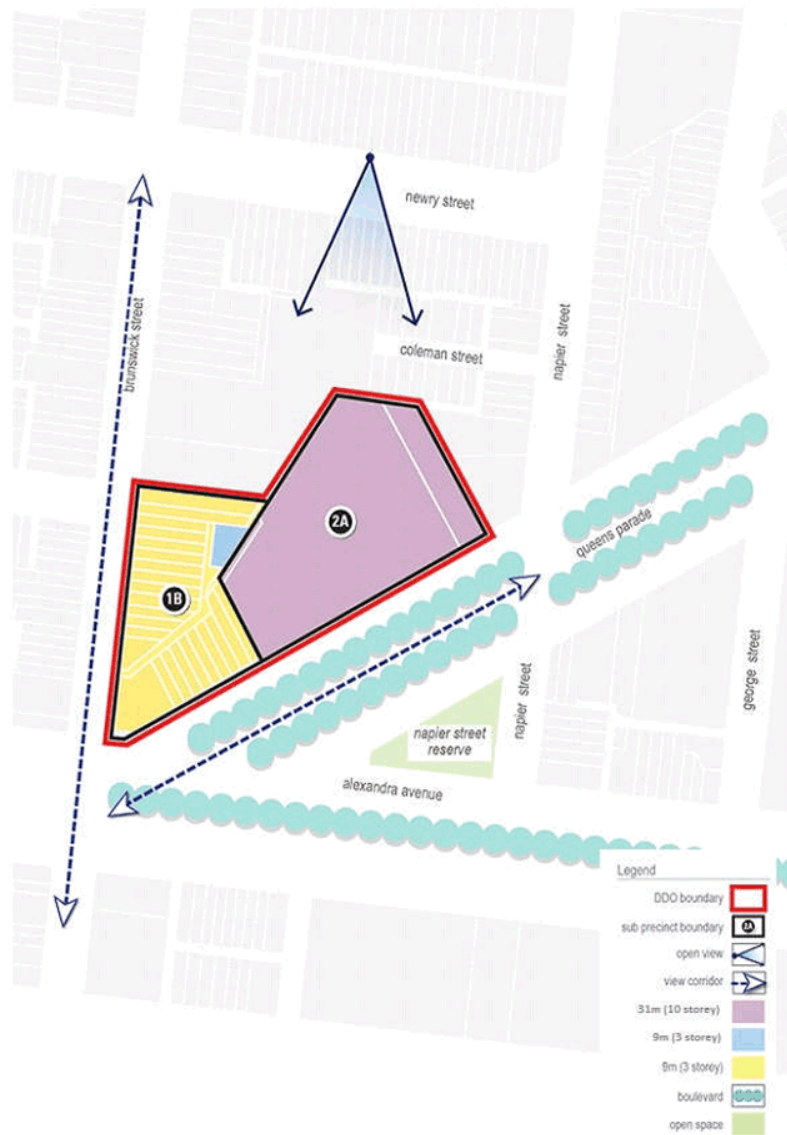
Expiry

The requirements of this Schedule cease to have effect after 30 March 2019.

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YARRA PLANNING SCHEME

Map 1: Precinct Boundary Map



Attachment 3 - Council Resolution - 22 November 2016

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11.8 26 – 56 Queens Parade, Fitzroy North (PLN16/0434) – *late report*

Trim Record Number: D16/162570

Responsible Officer: Director Planning and Place Making

RECOMMENDATION

1. That Council:
 - (a) note the planning application for 26-56 Queens Parade, Nth Fitzroy is scheduled for a VCAT hearing for 7 days commencing on 3 April, 2017;
 - (b) note the report from officers in response to the matters raised in the Council resolution dated 14 November, 2016 regarding process aspects of the current appeal and also the possible strategic planning work for a possible Design and Development Overlay for Queens Parade, Fitzroy North;
 - (c) authorise officers to commission Option 1, a senior specialist lawyer and expert witnesses as required (including urban design) to defend the Council position in preparation for the appeal hearing commencing 3 April, 2017;
 - (d) consider and resolve whether or not to direct officers to pursue a design analysis of the Queens Parade precinct with a view of seeking a Design and Development Overlay in the Yarra Planning Scheme for the immediate precinct of the site at 26-56 Queens Parade, Fitzroy North, including that site, and other relevant sites as outlined in the diagram as shown in Figure 1 as Stage 2;
and in this regard, should it seek the design analysis work to proceed:
 - (i) that it authorises officers to commission external consultants to achieve that analysis (Stage 1 and 2) and for officers to report back to Council in February, 2017 with a draft Design and Development Overlay for the immediate precinct around including the site at 26-56 Queens Parade, Fitzroy North, as a means of managing the planning and urban design treatments of the Queens Road corridor Stage 2 area, and
 - (ii) authorises officers to have the broader areas of the Queens Parade precinct (as outlined and expressed in Figure 1) also assessed with the view to a Design and Development Overlay for the other key area of the Queens Parade corridor as a Stage 3 project.

Public Submissions

The following people addressed Council on the matter:

Mr Chris Goodman;

Mr Greg Spark;

Ms Jenny Port;

Mr Mark Naughton and Mr Tim Gurner;

Mr William Robb;

Mr Glen McCallum;

Mr Simon Evans; and

Ms Stephanie Quinn.

Attachment 3 - Council Resolution - 22 November 2016

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COUNCIL RESOLUTION

Moved: Councillor Fristacky

Seconded: Councillor Coleman

1. That Council:
 - (a) note the current planning application for 26-56 Queens Parade, Fitzroy North is scheduled for a VCAT hearing for 7 days commencing on 3 April, 2017;
 - (b) note the extensive community concerns regarding this current planning application in the Queens Parade corridor as expressed in recent community meetings;
 - (c) note the report on this Council Agenda from officers in response to the matters raised in the Council resolution dated 14 November, 2016 regarding process aspects of the current appeal and also the possible strategic planning work for a possible Design and Development Overlay for Queens Parade, Fitzroy North;
 - (d) authorise officers to commission appropriate representation at the VCAT hearing and expert witnesses as required (including urban design) to defend the Council position in preparation for the appeal hearing commencing 3 April, 2017;
 - (e) note the prior strategic work undertaken for the former gasometer site at 433 Smith Street (being the 2009 adopted urban design framework for that site) and the current processes by the State Government regarding a possible redevelopment of that site; and
 - (f) note the relationship of 25-56 Queens Parade to the former gasometer site, the importance of the urban context within this Queens Parade precinct, and the integration of planning for both sides of the Queens Parade boulevard regarding urban built form, urban amenity, neighbourhood character, heritage character, and place making.
2. That Council in this regard:
 - (a) authorise officers to urgently pursue a built form and urban design analysis of the Queens Parade precinct with a view of seeking a Design and Development Overlay in the Yarra Planning Scheme for the immediate precinct of the site at 26-56 Queens Parade, Fitzroy North, including that site, and other relevant sites, as outlined in the diagram as shown in Figure 1 of the officer report, as Stage 2;
 - (i) authorise officers to urgently commission external consultants to achieve that analysis (Stage 1 and 2) and for officers to then report back to Council by at least the first meeting in February, 2017 with a draft Design and Development Overlay for the immediate precinct around and including the site at 26-56 Queens Parade, Fitzroy North, as a means of managing the planning and urban design treatments of the Queens Road corridor (the Stage 2 area as shown in Figure 1); and
 - (ii) authorise officers to have the broader areas of the Queens Parade precinct (as outlined and expressed in Figure 1 of the report) also assessed with the view to a Design and Development Overlay for the other key area of the Queens Parade corridor as a subsequent Stage 3 project with a further report to Council as soon as possible.
3. That Council further:
 - (a) in this regard, in the interests of balancing new development with integrated planning and the need for protection of valued heritage and amenity in this precinct, resolves to request the Minister for Planning to apply immediate interim mandatory height controls to the Mixed Use Zones in this Queens Parade precinct through a Design and Development Overlay (DDO) specifying a mandatory maximum height of 6 storey and development having specific regard to:
 - (i) the heritage, urban character and amenity of Queens Parade;

Attachment 3 - Council Resolution - 22 November 2016

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- (ii) MFB access; and
- (iii) the scale of development in laneways; and
- (b) seek this measure by the Minister for Planning as an interim planning scheme control pending completion of the strategic planning work for the Queens Parade precinct; and
- (c) note that the Mayor has written to the Minister for Planning on 21 November, 2016 seeking a deputation (including community group representatives) to hold dialogue with the Minister regarding planning provisions for the City of Yarra with a view to seeking interim planning controls whilst strategic work is undertaken in the city for the Commercial 1 and Mixed Use Zones in the city, including the Queens Parade issue; and
- (d) note, developers are requested to host a community forum on alternative plans, in response to the significant concerns to the current plans, reflected in the 480 objections received by Council.

CARRIED UNANIMOUSLY

11.2 Proposed Council Plan 2017-21 (incorporating the Municipal Health and Wellbeing Plan) for community consultation

Executive Summary

Purpose

To provide Council with the Proposed Council Plan 2017-21 (incorporating the Municipal Health and Wellbeing Plan) for adoption for community consultation.

Key Issues

Council is required under the Local Government Act (1989) to develop and adopt a Council Plan by 30 June after a general Council election.

Under the Victorian Public Health and Wellbeing Act 2008, local government is required to develop a Municipal Public Health and Wellbeing Plan (MPHWP) every four years. The Council Plan 2017-21 is Yarra's first Council Plan to incorporate the MPHWP, pending ministerial approval.

Council undertook extensive community engagement reaching over 1,100 community members and receiving in excess of 2,200 pieces of feedback.

This information was used to shape the seven key themes or Strategic Objectives:

City of Yarra, a place where...

1. Community health, safety and wellbeing are a focus in everything we do
2. Inclusion, diversity and uniqueness are welcomed, respected and celebrated
3. Council leads on sustainability and protects and enhances its natural environment
4. Development and growth are managed to maintain and enhance the character and heritage of the city
5. Local businesses prosper and creative and knowledge industries thrive
6. Connectivity and travel options are integrated and well-designed
7. Transparency, performance and community participation drive the way we operate

Financial Implications

Delivery of the Council Plan is supported by the Strategic Resource Plan and subject to Annual Budget processes.

PROPOSAL

That Council adopt the Proposed Council Plan 2017-21 (incorporating the Municipal Health and Wellbeing Plan) for community consultation.

11.2 Proposed Council Plan 2017-21 (incorporating the Municipal Health and Wellbeing Plan) for community consultation

Trim Record Number: D17/30724

Responsible Officer: Director Corporate, Business and Finance

Purpose

1. To provide Council with the proposed Council Plan 2017-21 (incorporating the Municipal Health and Wellbeing Plan) for adoption for community consultation.

Background

2. Yarra is undergoing significant change and growth and the proposed Council Plan 2017-21 seeks to outline what is important to the community: to protect, nurture, enhance or create in our municipality and its neighbourhoods.
3. Council is required under the Local Government Act (1989) to develop and adopt a Council Plan by 30 June after a general Council election.
4. Under the Victorian Public Health and Wellbeing Act 2008, local government is required to develop a Municipal Public Health and Wellbeing Plan (MPHWP) every four years. The Council Plan 2017-21 is Yarra's first Council Plan to incorporate the MPHWP, pending ministerial approval.
5. Following the October 2016 Council election officers have been working with Councillors to develop the 2017-21 Council Plan, with a significant number of workshops and discussions in December 2016 and February, March and April 2017.
6. The Council Plan is intended to be a strategic document, setting out Yarra City Council's priorities and direction for the next four years. As such, it does not specifically consider all of Council's services and activities rather seeks to inform them. Council's many strategies and plans will outline service specific priorities and direction.
7. Seven Strategic Objectives have been proposed in the new Council Plan:

City of Yarra, a place where...

(a) Community health, safety and wellbeing are a focus in everything we do

Council plays a key role in contributing to our community's health and wellbeing. From delivering maternal and child health services to ensuring access to open space, enforcing noise regulations to supporting community and cultural initiatives, community health, safety and wellbeing is central to everything we do.

(b) Inclusion, diversity and uniqueness are welcomed, respected and celebrated

Identity was a passionate and recurring theme throughout the community consultation for the Council Plan. Our community values its diversity. Creating a safe place where people of all ages, genders, sexualities, abilities, cultures and backgrounds feel welcome and connected is a priority for Council.

(c) Council leads on sustainability and enhances its natural environment

As Victoria's first carbon-neutral council, we are proud of our commitment to sustainability. Protecting our natural environment and supporting our community to reduce its environmental footprint will continue to be a priority for Council.

(d) Development and growth are managed to maintain and enhance the character and heritage of the city

With demand for inner city housing increasing, Council is mindful of the importance of balancing the needs of new and existing residents, and ensuring that development does not encroach on the amenity or heritage of our city.

(e) Local businesses prosper and creative and knowledge industries thrive

Yarra is a great place to do business and to work. Supporting local businesses and creative industries not only contributes to Yarra's economy, but also increases local employment opportunities, enhances street life and fosters community connectedness.

(f) Connectivity and travel options are integrated and well-designed

Council is committed to creating a city that is accessible to everyone irrespective of levels of personal mobility, where a fulfilling life can be had without the need for a car.

(g) Transparency, performance and community participation drive the way we operate

Council is committed to change through an energised, cohesive team of professionals, recognised for our leadership, innovation and service.

8. Each Strategic Objective is detailed through:

- (a) narrative discussing what is important to Yarra including the challenges and opportunities we face;
- (b) strategies noting some of the areas Council will focus on;
- (c) indicators setting out some of the ways Council and the community can measure progress towards the Strategic Objectives; and
- (d) initiatives that illustrate some of the ways that the Strategic Objectives will be achieved over the next four years.

9. Subsequent Annual Plans and Annual Budgets will operationalise the Council Plan, detailing Council activity and initiatives that year. Quarterly reports on progress towards the Annual Plan are reported to Council following the end of each quarter.

External Consultation

10. Extensive external consultation has occurred on the Council Plan between October 2016 and January 2017. This has included:

- (a) 5 community listening posts at:
 - (i) Gleadell Street Market;
 - (ii) Yarra Youth Services Block Party;
 - (iii) Atherton Gardens Family Fun Day;
 - (iv) Queens Parade pop-up;
 - (v) Carols by Candlelight at Edinburgh Gardens;
- (b) Your Say Yarra online forum;
- (c) Council Advisory Groups forum;
- (d) targeted engagement with hard to reach communities including:
 - (i) Aboriginal community;
 - (ii) injecting drug users;
 - (iii) specific language groups; and
 - (iv) playgroups and families.

11. These engagement activities reached more than 1,100 community members and yielded in excess of 2,200 pieces of feedback. This feedback strongly influenced the Council Plan's seven key themes or Strategic Objectives.

12. After the adoption of the proposed Council Plan the next steps are:

- (a) a public notice in the Age 5 April that will commence the required minimum 28 day consultation period; and

- (b) open community meetings on Wednesday 19 April, Friday 21 April, Saturday 22 April and Thursday 27 April.
- 13. People making formal submissions on the proposed Council Plan and Budget will be able to present on their submissions at the 17 May Special Council meeting.
- 14. Drawing upon feedback from the consultation the final revised Council Plan and Budget will be presented at the 6 June Council meeting for adoption. Community consultation and discussion is important in testing that the ideas and direction in the Council Plan resonate with our residents, businesses and stakeholders.

Internal Consultation (One Yarra)

- 15. Staff engagement on the Council Plan occurred in October 2016
- 16. Councillors have been engaged throughout the Annual Planning Process through a series of workshops between December 2016 and April 2017. Councillors have actively contributed ideas and priorities that are reflected in the Proposed Council Plan 2017-21.

Financial Implications

- 17. Delivery of the Council Plan is supported by the Strategic Resource Plan and subject to Annual Budget processes.

Economic Implications

- 18. The proposed Council Plan includes the Strategic Objective: *Local businesses prosper and creative and knowledge industries thrive* indicating a clear focus on economic development and supporting local business.

Sustainability Implications

- 19. The proposed Council Plan includes the Strategic Objective: *Council leads on sustainability and enhances its natural environment* indicating a clear and continued commitment to retaining Council's environmental leadership.

Social Implications

- 20. The proposed Council Plan includes the Strategic Objective: *Community health, safety and wellbeing are a focus in everything we do* indicating Council's commitment to improving health outcomes for the community.

Human Rights Implications

- 21. The proposed Council Plan includes the Strategic Objective: *Inclusion, diversity and uniqueness are welcomed, respected and celebrated* indicating the value Council puts on retaining a community that is welcoming to everyone regardless of differences.

Communications with CALD Communities Implications

- 22. The proposed Council Plan includes the Strategic Objective: *Transparency, performance and community participation drive the way we operate* demonstrating Council's commitment to engaging openly with the community.
- 23. During the development of the Council Plan 2017-21 a targeted engagement was conducted with CALD community groups with feedback being contributed via interpreters.

Council Plan, Strategy and Policy Implications

- 24. The Council Plan is a legislative requirement under Section 125 of the Local Government Act (1989) and must include:
 - (a) the strategic objectives of the Council;
 - (b) strategies for achieving the objectives for at least the next 4 years;
 - (c) strategic indicators for monitoring the achievement of the objectives; and
 - (d) a Strategic Resource Plan.

25. Additionally, Council is required to consult the community on the proposed Council Plan under the Act: "A person has a right to make a submission under section 223 on the proposed Council Plan." In particular:
- (a) "the Council must publish a public notice:
 - (i) specifying the matter in respect of which the right to make a submission applies;
 - (ii) containing the prescribed details in respect of that matter;
 - (iii) specifying the date by which submissions are to be submitted, being a date which is not less than 28 days after the date on which the public notice is published; and
 - (iv) stating that a person making a submission is entitled to request in the submission that the person wishes to appear in person, or to be represented by a person specified in the submission."

Legal Implications

26. There are no legal implications considered in this report.

Other Issues

27. There are no other issues considered in this report.

Options

28. No options are considered in this report.

Conclusion

29. The proposed Council Plan 2013-17 represents Council's understanding of the opportunities and challenges faced by Yarra and how we can work to best achieve what is important to the community. Further community engagement over the next month will test how well the strategic direction outlined reflects community views and values.

RECOMMENDATION

1. That Council adopt the Proposed Council Plan 2017-21 for community consultation.

CONTACT OFFICER: Julie Wyndham
TITLE: Manager Corporate Performance
TEL: 9205 5090

Attachments

- 1 Proposed Council Plan 2017-21

Attachment 1 - Proposed Council Plan 2017-21



Yarra City Council

Council Plan 2017-21

Attachment 1 - Proposed Council Plan 2017-21

Council Plan 2017-21

Our Yarra

A vibrant, liveable and sustainable inner city that the community can be proud of

A place where

Everyone is welcome,
People inspire, create and get involved,
Council champions fairness, equity, health and wellbeing and sustainable living,
Communities are passionate about arts, culture and diversity,
Neighbourhoods value heritage, open space and natural environments,
Spaces and places encourage active, healthy and connected lifestyles,
We embrace the contribution of many voices and cultures.

Acknowledgement

Yarra City Council acknowledges the Wurundjeri as the Traditional Owners of this country, pays tribute to all Aboriginal and Torres Strait Islander people in Yarra and gives respect to Elders past and present.

Attachment 1 - Proposed Council Plan 2017-21

Council Plan 2017-21

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Attachment 1 - Proposed Council Plan 2017-21

Proposed Council Plan 2017-21

Your Councillors

[Insert group photo of Councillors]

Councillors were elected in October 2016 for a four-year term.

Langridge Ward

Cr Danae Bosler

Cr Stephen Jolly

Cr Amanda Stone (Mayor)

Melba Ward

Cr Mi-Lin Chen Yi Mei

Cr Daniel Nguyen

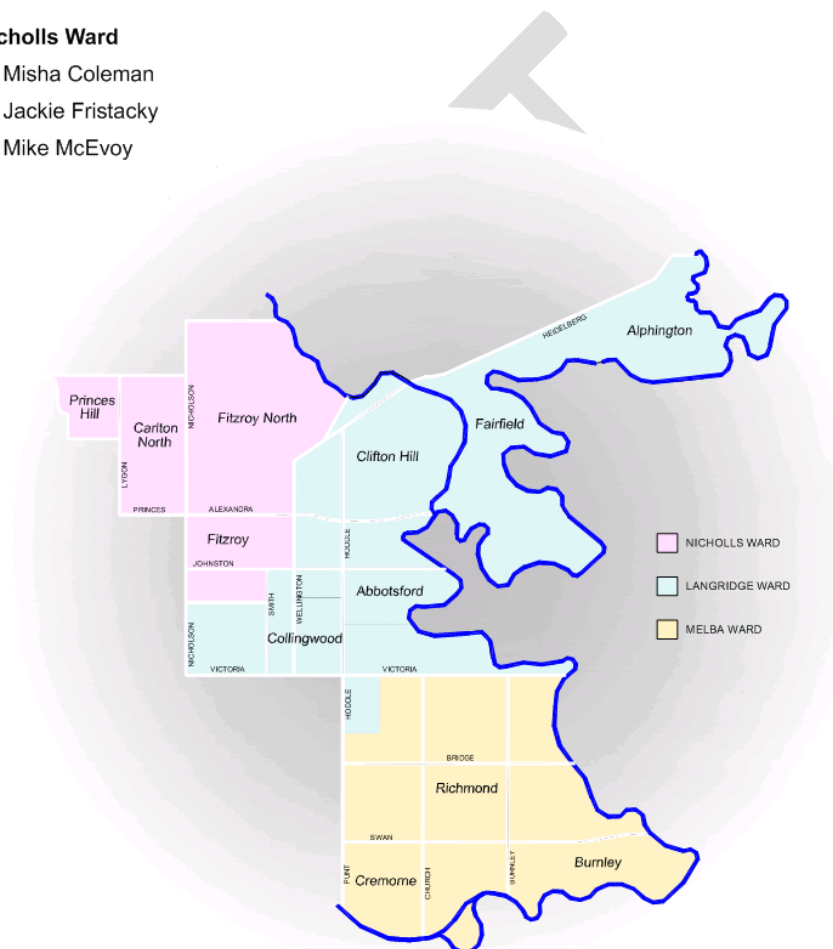
Cr James Searle

Nicholls Ward

Cr Misha Coleman

Cr Jackie Fristacky

Cr Mike McEvoy



Attachment 1 - Proposed Council Plan 2017-21

Proposed Council Plan 2017-21

Message from Mayor

(To be included)

DRAFT

Attachment 1 - Proposed Council Plan 2017-21

Proposed Council Plan 2017-21

Welcome to the Council Plan

Yarra City Council's Council Plan sets out our priorities and direction for the next four years. We undertook an in-depth discussion with our community to inform the development of the Plan and ensure that it reflects and responds to what's important to you.

In a first for Yarra, the Council Plan incorporates our Municipal Public Health and Wellbeing Plan. Bringing these two plans together in one document acknowledges that community health and wellbeing is a core responsibility of Council, and is part of everything we aspire to achieve.

What is a Council Plan?

A Council Plan is developed every four years after the election of a new Council.

Under the *Local Government Act 1989* the plan must include:

- The strategic objectives of the Council
- Strategies for achieving the objectives for at least the next 4 years
- Indicators for monitoring the achievement of the objectives
- A Strategic Resource Plan that outlines how the strategies will be financed.

The Council Plan 2017-21 sets out Council's vision and goals under the following headings:

- Objectives – vision statements for what Yarra will look like in the future
- Strategies – how Council will work towards achieving these visions
- Initiatives – actions Council will undertake over the next four years

How is it developed?

We invited our community to help shape the Council Plan, undertaking an extensive program of engagement and communications activities to inform and involve local residents, businesses and community groups from all backgrounds.

More than 1100 community members participated in the consultation across a number of platforms, including:

- Online – On the Your Say Yarra website
- In person – We held five listening posts across Richmond, Fitzroy, North Fitzroy and Clifton Hill
- Targeted workshops – We spoke to community groups from a diverse range of backgrounds
- Advisory Committee Workshop – Bringing together members of Council's established advisory committees
- Social media – Facebook and Twitter posts
- Written submissions - via post and email

Engagement activities, both online and in person, were predominately through an ideas generation process, seeking response to four questions:

What do you love about Yarra?

Thinking about your current experience of living, working or enjoying Yarra, what do you love about this city?

Attachment 1 - Proposed Council Plan 2017-21

Proposed Council Plan 2017-21

What would make Yarra even better?

Thinking about Yarra in the future, what would make Yarra a better place to live in four years' time, by 2021?

What do you want your Council to do over the next 4 years?

Thinking about the many decisions the newly elected Council needs to make, what do you want them to focus on?

How can Council improve community health?

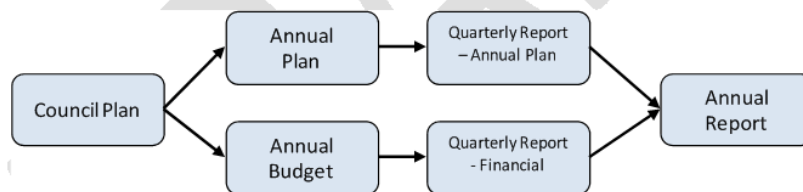
Thinking about the range of health needs in the community, what can Council do over the next four years?

Speaking with and listening to our community helped us develop a Council Plan that reflects your needs and aspirations. The ideas and feedback we collected shaped the Objectives and Strategies within the Plan, and enabled us to develop Initiatives that respond to community priorities.

How is it delivered and reported?

The Council Plan is strategic document, reflecting medium- to long-range thinking and direction rather than detailed instructions or a map of what Council will do.

It is delivered through the Annual Plan and Annual Budget processes. Some, but not all, Initiatives from the Council Plan will feature in the Annual Plan. Progress is reported to Council and our community through quarterly reports and finally an Annual Report. This reporting ensures key actions and projects are delivered on time and within budget, with any variations clearly explained.



Why incorporate the Health and Wellbeing Plan?

Council works across a range of areas that influence community health and wellbeing, enabling us to play a key role in contributing to positive health and wellbeing outcomes for our community.

Public health is what we, as a society, do collectively to assure the conditions in which people can be healthy. Public health focuses on prevention, promotion and protection rather than on treatment, on population rather than individuals, and on the factors and behaviour that cause illness and injury¹

Social determinants of health are the economic and social conditions that influence the ability of people and communities to achieve good health, for example, income,

¹ Victorian Health Priorities Framework 2012-2022

Attachment 1 - Proposed Council Plan 2017-21

Proposed Council Plan 2017-21

employment, access to education and access to health care. Factors influencing health and wellbeing include the conditions of birth, grow, work, life, and age, and the broader set of political, social, cultural and environmental forces and systems shaping daily life.

The health priorities identified by the state government are:

- Creating safe environments
- Reducing harm from alcohol and other drugs
- Increasing active living
- Supporting healthy living
- Promoting mental wellbeing

Over the 4 years, the priorities will be addressed by taking action across Council through existing plans and strategies and new initiatives; as well as being the basis for building new external partnerships and continuing to work with those already established. The incidence of family violence is a growing concern within the community and will be working to strengthen its role to reduce family violence, and respond to the needs of victims.

Under the *Victorian Public Health and Wellbeing Act 2008*, local government is required to develop a Municipal Public Health and Wellbeing Plan (MPHWP) every four years.

Incorporating the MPHWP into the Council Plan:

- Demonstrates Council's commitment to working in partnership with service providers and the community for optimal health and wellbeing
- Strengthens our accountability in achieving health and wellbeing objectives
- Increases effectiveness by avoiding the duplication that can occur across separate plans
- Acknowledges that community health and wellbeing is part of everything we aspire to achieve

As part of the community engagement for the Council Plan, we asked the community what Council should do over the next four years to improve community health. The feedback received has informed many of the health and wellbeing strategies and initiatives outlined in the Council Plan.

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Role of Local Government

The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

Local Government Act 1989

We strive to achieve the best outcomes for our community by providing high quality services, programs and support across the full spectrum of Council service areas.

Significant Council roles include:

- Local service delivery (e.g. maternal and child health, aged and disability, libraries, childcare, waste collection and recycling)
- Infrastructure provision, improvement and maintenance (e.g. roads, footpaths, streetscape improvements, open space, community centres, recreation facilities, public toilets)
- Strategic planning including for activity centres (e.g. land use)
- Regulation and enforcement (e.g. local laws, permits food premises inspections),
- Facilitation (e.g. economic development, strategic planning, arts and culture events),
- Representation and advocacy (e.g. social justice issues, lobbying for better public transport, working with other tiers of government and organisations)
- Community development (e.g. supporting neighbourhood houses, community grants program)
- Partnerships and funding agreements (e.g. working with service providers to assist new migrants).

Local government is required to deliver a wide range of services under Victorian legislation or funding agreements with state and federal governments. Council also needs to act consistently with state, Commonwealth and international legislation such as the *Disability Discrimination Act 1992*, the Victorian Charter of Human Rights and Responsibilities, and United Nations human rights conventions that Australia is party to.

For more information about local government see the Victorian Government's Guide to Local Government or visit these websites of local government peak bodies and centres:

Local Government Victoria: www.dpcd.vic.gov.au/localgovernment

Australian Local Government Association: www.alga.asn.au

Municipal Association of Victoria: www.mav.asn.au

Victorian Local Governance Association: www.vlga.org.au

Australian Centre for Excellence in Local Government: www.ancelg.org.au

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A Brief History of Yarra

The Wurundjeri people are the cultural custodians of the land now known as the City of Yarra.

They cared for the land for many thousands of years before being displaced by European settlers from the 1830s. Council acknowledges the profound impacts of these changes and today celebrates the rich and enduring culture of Yarra's Traditional Owners.

Colonial settlement intensified with the gold rush of the 1850s and Yarra soon became one of the major population centres of the Victorian era. Business and industry boomed over the next century, with Australian icons such as Heinz, Rosella and Fosters operating in the area. In the latter half of the 20th century, people from Greece, Italy and Vietnam arrived and made major contributions to Yarra's culture and economy.

The City of Yarra was established in June 1994 following the Victorian Government's restructure of Local Government. It unites the suburbs of Abbotsford, Burnley, Clifton Hill, Collingwood, Cremorne, Fitzroy, North Carlton, North Fitzroy, Princes Hill and Richmond, as well as parts of Alphington and Fairfield. Each of these neighbourhoods retain their own unique heritage and character.

Yarra Today

Yarra's natural beauty, heritage qualities, cultural attractions and community facilities have made it one of the most sought-after areas to live, work, study and visit².

An abundance of sustainable transport options (including trains, trams and shared pathways) provide easy access to Melbourne's central business district, as well as to the many parks and gardens throughout Yarra.

Residents and visitors have access to world-class Council facilities, including five libraries and three leisure centres, as well as a range of kindergartens, childcare centres, and community meeting spaces. Other attractions include Yarra's world-famous shopping and dining strips, and some of Victoria's most celebrated cultural festivals.

Who we are

Over the past 70 years, Yarra has welcomed large numbers of immigrants, refugees and asylum seekers from Europe, Asia and (more recently) Africa. Today about 19% of Yarra residents were born in non-English speaking countries and 23% speak a language other than English at home. Each group of new arrivals has diversified and strengthened the culture and economy of Yarra.

Overall Yarra is evolving into a more educated and affluent community, with 45% of residents holding tertiary qualifications (compared to the Greater Melbourne average of 24%) and 58% working in management or the professions (compared to the Greater Melbourne average of 37%).

The median age for Yarra residents is 33.7, with a far greater proportion of residents aged in the 25 to 34 age range than in greater Melbourne.

² The information on these pages has been derived from statistics and projections available at profile.id.com.au/yarra and economicprofile.com.au/yarra or in Council's Economic Development Strategy 2015-20.

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How we live

Yarra is a municipality of economic and social extremes. While a third of households earn over \$2,500 per week, and 58% of workers are in managerial and professional occupations, more than one quarter earn less than \$400 per week and many are living with economic hardship and social disadvantage.

The two largest education demographics in Yarra are those who have a Bachelor degree or higher (44.7%) and those with no qualification at all (29.1%).

There are pockets where this split is particularly evident, such as the Richmond-Burnley growth area where highly educated, high-earning young adults are moving into new developments alongside large housing estates in traditionally industrial areas of unskilled labour. In neighbourhoods such as Collingwood, the percentages of people who have a qualification versus those who do not are almost equivalent, whereas in Clifton Hill and Carlton North, there are considerably more people with a tertiary education.

Yarra's housing is denser than greater Melbourne with 37% of us living in apartments (greater Melbourne 15%) and 22% in terraces, semi-detached or town houses (greater Melbourne 53%).

Yarra residents are more likely to travel by foot or bike than other municipalities, with nearly a half of all journeys to and from work using sustainable methods. Yarra has more than double the number of carless households (20%) than greater Melbourne (9%).

A survey conducted in 2009³ indicated that 15% of Yarra's population has a disability. In the 2011 census, approximately 2,800 people in Yarra identified as having a need for assistance with core activities such as personal care, mobility, communication, with the majority of these being over the age of 50.

Place

Yarra is renowned for its dynamic mix of retail, hospitality and entertainment precincts, attracting locals, visitors and tourists alike. our 235 hectares of parkland and open space offer a welcome buffer to high density living, and our heritage buildings are central to Yarra's character. Three-quarters of Yarra's buildings are covered by a Heritage Overlay.

Yarra has an identity as a creative place, built upon the legacy of the students, artists and activists who moved to the inner suburbs in the 1970s and 80s. Yarra's cultural assets include 60 art galleries, numerous artist studios, over 50 live music venues, the Wurundjeri Tribe and Land Council and other key Aboriginal organisations, three community radio stations and a growing creative industry.

Yarra has a thriving local economy employing nearly 70,000 people. The largest employer is the health sector, which accounts for over a fifth of all jobs, closely followed by the retail food and accommodation sector. Most of Yarra's workers (86%) live outside the municipality.

³ ABS National Survey of Disability, Ageing and Carers

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What's important to our community?

Council Plan community consultation

The top issues identified by the community in the Council Plan community engagement process are:

1. Sustainable transport
2. Drugs and alcohol/community safety
3. Open space
4. Growth and change
5. Social connectedness

The consultation also identified what you love about Yarra:

1. Social connectedness
2. Open space
3. Sustainable transport
4. Recreation and leisure
5. Vibrant activity centres
6. Diverse/inclusive

These issues and priorities have been used to form the seven Objectives that define the framework for our Strategies and Initiatives.

Under the theme '*City of Yarra, a place where*' our seven objectives are:

1. Community health, safety and wellbeing are a focus in everything we do
2. Inclusion, diversity and uniqueness are welcomed, respected and celebrated
3. Council leads on sustainability and protects and enhances its natural environment
4. Development and growth are managed to maintain and enhance the character and heritage of the city
5. Local businesses prosper and creative and knowledge industries thrive
6. Connectivity and travel options are integrated and well-designed
7. Transparency, performance and community participation drive the way we operate

Liveable Yarra Project

These objectives align with those identified through the Liveable Yarra project, an extensive consultation and engagement process that captured community values, ideas and aspirations to help inform the re-write of the Yarra Planning Scheme.

The Liveable Yarra project identified the following top six neighbourhood characteristics that are important to Yarra residents:

1. Proximity to public transport
2. Plentiful parks and open spaces
3. The variety of shops, cafes and restaurants
4. Ability to walk or cycle to meet daily needs
5. Character of the buildings
6. Access to health and social services

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The preferred improvements in the next two years identified in the Liveable Yarra community survey:

1. Car parking
2. Bikes and walking tracks and facilities
3. Traffic management
4. Parks, gardens and open space

Annual Customer Satisfaction Survey

Council has commissioned an annual Customer Satisfaction Survey since 2009.

The latest study (conducted by Metropolis Research in September and October 2015) considers the views of more than 800 randomly selected households from 10 local neighbourhoods.

Satisfaction with Council's performance improved strongly in 2015 over the preceding year.

Average satisfaction with the 27 Council services and facilities surveyed was in the 'very good' category.

Highlights include improved satisfaction with Yarra's governance and leadership, environmental responsibilities and planning and housing development.

High-scoring services included Council's weekly waste and recycling collection, pet registration services, arts and cultural activities, and operation of leisure centres in Collingwood, Fitzroy and Richmond.

Survey respondents also nominated areas for improvement, including car, traffic management and cycling/walking tracks.

The top issues (in order of priority below) identified by the community in the Annual Community Satisfaction Survey 2015:

1. Car parking
2. Building, planning, housing and development
3. Traffic management
4. Parks, gardens and open space
5. Provision and maintenance of cycling and walking tracks
6. Drugs, alcohol and cigarettes
7. Safety policy and crime

All these engagements echo common themes which have been used in framing our Strategic Objectives and the focus for our Strategies.

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Objective 1: *City of Yarra, a place where ...*Community health, safety and wellbeing are a focus in everything we do

Council plays a key role in contributing to our community's health and wellbeing. From delivering maternal and child health services to ensuring access to open space, enforcing noise regulations to supporting community and cultural initiatives, community health, safety and wellbeing is central to everything we do.

Community wellbeing is the combination of social, economic, environmental, cultural, and political conditions that enable people to flourish and fulfil their potential. Council delivers a wide range of services and programs to maintain and improve community wellbeing and provides the infrastructure and facilities required to support it, including:

- Maternal and child health, childcare, youth services, aged and disability services and partnerships, family support, libraries, and neighbourhood houses
- Recreation facilities such as leisure centres, active aging programs, parks and open space, trails, venues and meeting spaces
- Construction and maintenance of roads and footpaths, drainage, street cleaning, waste collection, public realm improvements, and building inspections
- Support of community-driven health and wellbeing initiatives through the Annual Grants Program, and other specific purpose grant programs
- Support for community groups such as neighbourhood houses, seniors groups, play groups, sporting clubs and facilities
- Sustainability projects including community gardens
- Arts and cultural initiatives, such as exhibitions, festivals and events
- Water and food sampling, immunisation, needle and syringe disposal, provision of public toilets, enforcement of noise controls, food premises inspections, and animal management

Council also:

- Provides a significant amount of funding to the community in the form of community grants, many of which are awarded for projects that aim to enhance health and wellbeing.
- Advocates on behalf of the community in a range of areas that influence health and wellbeing where it does not have primary responsibility for implementation.
- Works closely with a range of stakeholders in order to support and coordinate the delivery of community health and wellbeing initiatives across the City of Yarra.

Yarra's health and wellbeing status

Council's *Health and Wellbeing Status Report 2016* examines a range of health and wellbeing indicators in the following areas:

- Healthy eating and active living
- Alcohol, tobacco and other drugs
- Mental health
- Community safety

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- Sexual and reproductive health
- Health and wellbeing through the life stages (early childhood to later years)

The data highlights that while Yarra's health and wellbeing is generally good at the population level, there are key issues impacting on the health and wellbeing of the community. Parts of the community population are vulnerable to poorer health and wellbeing outcomes, for example those experiencing socio-economic disadvantage, suffering disproportionately from ill health and have a higher burden of disease. Maintaining open space networks that meet diverse community needs can offer the community and more vulnerable people opportunities to participate in community life and improve wellbeing outcomes.

Key issues identified include higher rates of drug and alcohol abuse, lower perceptions of safety in some parts of Yarra, homelessness, mental health issues, family violence and gambling.

Alcohol, tobacco and other drugs

Overall, Yarra compares less favourably with other Victorian rates in the vast majority of alcohol-related indicators examined including emergency department rates, hospital admissions, ambulance attendances and treatment episodes. Yarra also compares less favourably for most of the illicit drug indicators. The drug trade and associated health behaviours and outcomes affect the community from both a community safety perspective and a health and wellbeing perspective.

Homelessness and housing stress

Due to a complex set of structural, social and economic issues, Yarra has four times the state average rate of homelessness. This leads to people sleeping rough, squatting or living in rooming houses and is an increasing issue for women and families. There is a growing number of households experiencing housing stress (paying more than 30% of their income on housing), which is putting more people at risk of homelessness.

This situation is likely to continue while there is a severe shortage of appropriate and affordable housing in Melbourne and in Yarra. Council will continue to advocate for resources and quality services to ensure affordable housing is available. We will also work to ensure that new developments are encouraged to allocate a proportion of their housing to accredited housing agencies to deliver community housing.

Mental health

The proportion of the Yarra community that have sought help for a mental health problem during 2010-11 was higher compared to the state average. While hospitals admissions rates for mental health related conditions do not exceed state rates, rates are notably higher for women in Yarra compared to men.

Family violence

Incidents of family violence have substantially increased since 2013 and while rates in Yarra are lower than that for Victoria, it is probable that such incidents are underreported, and therefore figures are likely to underestimate the full extent of this issue.

Gambling

Yarra has a lower number of gaming machines compared to other local government areas, and while the losses per adult were also lower than the Victorian average, this still averaged \$419 per Yarra adult for the 2015-2016 period and commonly affects those already experiencing socio-economic disadvantage.

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Strategies and Initiatives

Strategies	Strategic Indicators	Initiatives
Maintain and enhance Yarra's open space network to meet the diverse range of community uses.	Number of new open space projects planned or completed	<ul style="list-style-type: none"> • Increase the amount and quality of green open space through the strategic acquisition of land, the conversion of urban land to open space and/or the creation of pocket parks in high density areas • Develop an open space strategy to ensure Yarra's public open space is managed as a functional network that encourages shared use and active living • Undertake community education to promote understanding and greater acceptance of multiple use infrastructure including open space
Promote a community that is inclusive, resilient, connected and enjoys strong mental and physical health and wellbeing.	<p>Yarra residents feel a part of their community (VicHealth Indicator Survey)</p> <p>Number of National Aged and Disability Care reforms implemented</p> <p>Community participation in Maternal and Child Health service (LGPRF Annual Report)⁴</p> <p>Victorian Health Indicators Report results</p>	<ul style="list-style-type: none"> • Participate in the Alliance for Gambling Reform initiative and strive to be a pokie free municipality through advocacy to state government • Continue to provide a range services and work collaboratively with external groups to improve the health and wellbeing of the Yarra community. • Continue to implement the National Aged and Disability Care reforms and develop new strategic directions for support of older people and people with disability
Provide health promoting environments that encourage healthy eating and active living	<p>Satisfaction with Council's Leisure facilities</p> <p>Proportion of registered premises that are inspected annually in</p>	<ul style="list-style-type: none"> • Advocate to state government for an indoor sports stadium at 433 Smith Street redevelopment • Investigate a Leisure

⁴ Local Government Performance Reporting Framework, Know Your Council website

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Strategies	Strategic Indicators	Initiatives
	accordance with the Food Act 1984 Number of community garden initiatives implemented Victorian Health Indicators Report results	Centres Master Plan
Assist to reduce the harms from alcohol and drugs on individuals and the community in partnership with State Agencies and key service providers,	Number of alcohol and drug harm minimisation initiatives delivered Victorian Health Indicators Report results	<ul style="list-style-type: none"> Advocate to the state government for a medically supervised injecting facility and other harm minimisation measures in the Victoria Street precinct Work with local partners and agencies to increase health and education, community partnerships and harm minimisation from the abuse of drugs and alcohol
Promote environments that support safe and respectful sexual practices, reproductive choices and gender equity	Number of advocacy and promotional campaigns Victorian Health Indicators Report results	<ul style="list-style-type: none"> Work with local and regional partners for greater awareness and intervention to prevent Family violence Promote gender equity through community organisations and local groups
Promote an effective and compassionate approach to rough sleeping and advocate for affordable, appropriate housing	Number of requests for homelessness assistance responded to by Council	<ul style="list-style-type: none"> Continue to collaborate with other inner-city municipalities to find compassionate responses to people experiencing primary homelessness.
Provide opportunities for people to be involved in and connect with their community	Number and breadth of community activities/programs supported	<ul style="list-style-type: none"> Continue to deliver and support a range of community activities, events and festivals Continue to support community led activities through provision of community grants and in kind support Encourage volunteering through community organisations, council's

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Strategies	Strategic Indicators	Initiatives
		libraries and other services

Key Strategies / Plans that support this objective

- Municipal Public Health and Wellbeing Plan
- Yarra Safe Travel Strategy and action plan 2016-2026
- Playground Strategy
- Master plan for Victoria Street
- Strategic Advocacy Framework
- Partnership Strategy, to be reviewed including revision of the Neighbourhood House Memorandums Of Understanding
- Yarra Gambling Policy
- River of Life Positive Aging Strategy
- Yarra Leisure Services - Leisure Plan
- Yarra Open Space Strategy
- Early Years Strategy
- Middle Years Strategy
- Youth Policy
- Access and Inclusion Plan
- Yarra Libraries Strategy
- Graffiti Management Framework
- Domestic Animal Management Plan
- Public Toilet Strategy

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Objective 2: *City of Yarra, a place where...* Inclusion, diversity and uniqueness are welcomed, respected and celebrated

Identity was a passionate and recurring theme throughout community consultation for the Council Plan. Our community values its diversity. Creating a safe place where people of all ages, genders, sexualities, abilities, cultures and backgrounds feel welcome and connected is a priority for Council.

Council has a strong commitment to achieving social justice and will continue to work with the community and levels of government to challenge discrimination and address disadvantage.

Council is actively working to reduce barriers so that all residents can participate in community and access services regardless of age, gender, sexuality, income, education, cultural background, language skills or disability.

The *Victorian Charter of Human Rights and Responsibilities Act 2006*, alongside other state and federal legislation such as the *Disability Discrimination Act 1992* provide clear values and processes to guide Council and the community.

Aboriginal community

Yarra is deeply proud of its connection to the Aboriginal community and acknowledges the Wurundjeri people as the true sovereigns, caretakers and custodians of the land now known as Yarra. Fitzroy and Collingwood are areas of special significance to Aboriginal people – as the cradle of Aboriginal affairs in Victoria, the birthplace of important Aboriginal organisations, the centre of political activism and as a meeting place for Aboriginal people to link-in with family, community and services.

Community activism

Yarra has a proud and long history of labour, social, environmental and political activism. Yarra's residents have always been part of shaping both Melbourne and the nation. Examples of this include the Fitzroy Legal Service, the first free community legal service in Australia, the 2002 'Let Them Stay' campaign for East Timorese asylum seekers to stay in Australia, 15 years of advocacy through the Yarra Drug and Health Forum for a harm-reduction approach to injecting drug use, and more recently, the community campaign to stop the East-West Link.

Cultural diversity

Cultural diversity has been a key feature of Yarra's evolution. Successive waves of refugees and migrants have made Yarra home, beginning in the post-war era with our Greek and Italian communities, our Vietnamese community in the 1970s, followed by Chinese and East Timorese communities and in the last 15 years, by our east-African community.

Public housing residents

Public housing residents are fundamental to Yarra's unique social fabric. Yarra is home to Victoria's largest public housing community with over 8,000 people – 11% of our population – living in public housing as well as residents living in community housing and other supported accommodation. Yarra's public housing comprises three large estates at Collingwood, Fitzroy and North Richmond, and many smaller blocks across the municipality.

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Strategies and Initiatives

Strategies	Strategic Indicators	Initiatives
Build resilience by providing opportunities and places for people to meet, be involved in and connect with their community	Adopt a Volunteer Strategy Number and diversity of community events held	<ul style="list-style-type: none"> Support community groups and Yarra's existing advisory committees to participate in consultations, connect with each other and build community connectedness and resilience Implement policies and procedures that enable community groups to conduct events and activities. Develop and adopt a Volunteer Strategy
Remain a highly inclusive Municipality, proactive in advancing and advocating for the rights and interests of minority groups and community issues	Adoption of the Access and Inclusion Plan	<ul style="list-style-type: none"> Work with the community and other levels of government and advocate to challenge discrimination, and address disadvantage, whether based on income, age, gender, sexuality, cultural background, religion or abilities Investigate developing a Council social justice/human rights charter to better articulate council's commitment Advocate to support social justice and community issues including preventing family violence, Pride and refugees
Continue to be a local government leader and innovator in acknowledging and	Completion of the Stolen Generations Marker Number of Aboriginal	<ul style="list-style-type: none"> Complete the Stolen Generations Marker project in partnership with the local

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Strategies	Strategic Indicators	Initiatives
celebrating Aboriginal history and culture in partnership with Traditional Owners	cultural activities and events delivered	aboriginal community <ul style="list-style-type: none"> • Develop a program of activities and events in partnership with Traditional Owners
Acknowledge and celebrate our diversity and people from all cultural backgrounds	Number of cultural festivals and events delivered by Council	<ul style="list-style-type: none"> • Continue to support cultural festivals and events
Support community initiatives that promote diversity and inclusion	Number of initiatives supported to promote diversity	<ul style="list-style-type: none"> • Support community initiatives via grants, partnerships, in-kind support networks and advocacy

Key Strategies / Plans that support this objective

- Aboriginal Partnerships Plan
- Multicultural Partnerships Plan
- Access and Inclusion Strategy, to be reviewed

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Objective 3: *City of Yarra, a place where ...* Council leads on sustainability and protects and enhances its natural environment

As Victoria's first carbon-neutral council, we are proud of our commitment to sustainability. Protecting our natural environment and supporting our community to reduce its environmental footprint will continue to be a priority for Council.

Yarra is a compact, vibrant inner city municipality with a rich and varied history, reflected in the municipality's built form, natural environment and diverse community. It is a city where current and future populations enjoy a high quality of life.

Council has made significant inroads in reducing our environmental footprint. We need to continue this while supporting and empowering our community through education, advocacy and partnerships to increase sustainability to reduce its ecological footprint.

Yarra has a responsibility to protect its natural environmental assets from the impacts of urban densification. Urban consolidation has gained support in Melbourne as a principle for containing urban sprawl, protecting green wedges and urban agriculture, and making better use of existing services and infrastructure. It also creates significant pressures on remaining natural environments.

Minimising waste and increasing recycling and reuse are important environmental priorities for Council. In particular, Council is working to reduce the amount of food waste going to land fill.

Council continues to advocate for legislative change to influence key actions beyond its jurisdiction.

Carbon neutral

In 2012 Yarra became the first Victorian Council to be certified carbon neutral and it remains carbon neutral today. This reflects our commitment to reducing the City's environmental footprint – the resources we use to live – such as reducing the use of potable water and energy, as well as reducing waste going to landfill.

Award-winning

In 2016 City of Yarra was recognised as the Sustainable City of the Year by Keep Victoria Beautiful. This win was based on 15 Yarra projects, all of which were described "of an excellent standard". Yarra also won three of eight category awards including the Community Action and Leadership Award for our innovative Roads to Parks program which previously won a national award.

Organised by Keep Australia Beautiful Victoria, the prestigious award recognises Yarra's role in leading the local government sector in sustainability, demonstrating our ongoing commitment to the values and aspirations of the Yarra community.

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Strategies and Initiatives

Strategies	Strategic Indicators	Initiatives
Investigate strategies and initiatives to better manage the long term effects of climate change and improve biodiversity	Adopt a Biodiversity Strategy	<ul style="list-style-type: none"> Develop a Biodiversity Strategy Utilise findings contained in the biodiversity health survey to inform future planning across the City Improve integration across environmental and sustainability policies and strategies
Lead in sustainable energy policy and deliver programs to promote carbon neutral initiatives for the municipality and maintain Council as a carbon neutral organisation	Retain Council carbon neutral status for Council operations and reduce Council's carbon emissions (before offsets) Complete review of the Environment Strategy	<ul style="list-style-type: none"> Continue to invest in initiatives to reduce energy use and emissions
Reduce the amount of waste-to-landfill with a focus on improved recycling and organic waste disposal.	Increase in overall kerbside collection waste diverted from landfill and recycled (LGPRF Annual Report) ⁵	<ul style="list-style-type: none"> Investigate, implement and promote initiatives to divert organic waste from landfill
Promote responsible water usage and practices	(To be developed)	<ul style="list-style-type: none"> Continue to implement and promote evidence based water conservation initiatives
Promote and facilitate urban agriculture	Number of urban agriculture community initiatives supported and promoted	<ul style="list-style-type: none"> Showcase urban agriculture and support community initiatives in sustainable practices
Reduce the urban heat island effect and promote the further greening of the city	Number of Urban Forest Strategy initiatives implemented	<ul style="list-style-type: none"> Implement recommendations contained in the Urban Forest Strategy to achieve social and environmental outcomes Investigate feasibility of replacing road and

⁵ Local Government Performance Reporting Framework, Know Your Council website

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Strategies	Strategic Indicators	Initiatives
		paved space with permeable surfaces

Key Strategies / Plans that support this objective

- Environmental Strategy, to be reviewed
- Waste and Resource Recovery Strategy, to be reviewed
- Urban Wildlife Management Plan, to be reviewed
- Urban Agriculture Guidelines
- Urban Forest Strategy

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Objective 4: *City of Yarra, a place where ...* Development and growth are managed to maintain and enhance the character and heritage of the city

With demand for inner city housing increasing, Council is mindful of the importance of balancing the needs of new and existing residents, and ensuring that development does not encroach on the amenity or heritage of our city

During the life of our previous Council Plan Yarra's population increased by approximately 9,000 people (approximately 10%) taking it to 92,610 (approximately 33%). It is anticipated our population will increase to 122,022 by 2031 requiring an estimated additional 13,431 dwellings, almost half again of the present number of dwellings.

The proposed development of the AMCOR site in Alphington alone will contribute an additional 2,500 homes housing 5,000 new residents. Development is also occurring along major activity centres including Victoria Street, Cremorne and Collingwood.

Council needs to actively plan for projected population and housing growth. This includes:

- determining the appropriate mix of uses for various locations
- identifying the range of housing needs to support a diverse community
- leveraging new developments for as much community benefit as possible
- retaining Yarra's heritage and ensuring a 'human scale' to the size of development
- minimising the impact of development on neighbouring residents
- minimising the environmental impact of development
- ensuring community-wide access to public parks and community activity space

In areas that are the focus for development there is a need to ensure growth contributes positively to neighbourhoods and there is appropriate access to community infrastructure and open space. The shared use of open space and flexible multipurpose community infrastructure is a means to manage community needs and future growth.

Business benefits

Growth and development contributes to local economic growth. Increasing social interaction in neighbourhoods by, providing new places for people to meet and connect, more choice of cafes, bars, restaurants and services, activating place making and improving public realm. Increased development in Yarra contributes significantly to the sustainability of Melbourne through reduced fringe development and reduced travel.

Yarra Planning Scheme

One of the key activities taking place during the life of this Plan is the re-write of the Yarra Planning Scheme. Yarra's Planning Scheme sets out the objectives, policies and planning controls for the use, development and protection of land and heritage in the City of Yarra. It is the key statutory policy for regulating the use, level and types of appropriate development of land.

Heritage and history

An ongoing focus for Council is how to keep a sense of history and place, as reflected by streetscapes, shops and houses, as well as how to pay tribute to the lived history

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and heritage, connecting with the stories and experiences of those who came before us and shaped the character of Yarra.

Yarra has a high proportion of heritage-listed buildings and Council actively defends this heritage from inappropriate development. Yarra's heritage buildings are not only significant examples of changing architectural styles, but also an important record of economic and social change as later factories and warehouses replaced earlier houses. Around 28,000 of Yarra's 35,000 properties are protected by heritage overlays in the Yarra Planning Scheme. Yarra's residential areas are covered by planning controls that only enable small scale development and change and seek to protect heritage

Strategies and Initiatives

Strategies	Strategic Indicators	Initiatives
Protect heritage and local neighbourhood character	Condition of Council owned heritage assets	<ul style="list-style-type: none"> Investigate the feasibility of a dedicated heritage resource to better advise Council and the community
Actively plan for Yarra's projected growth and development and advocate for an increase in social and affordable housing	Completion of the Yarra Planning Scheme re-write Satisfaction with aspects of planning and housing development. (Yarra City Council Annual Customer Satisfaction Survey) ⁶ Adopt the Housing Strategy	<ul style="list-style-type: none"> Prepare a Housing Strategy to manage residential growth Progress a Planning Scheme amendment to implement a Development Contribution Plan Prepare strategies for hospital and education precincts and urban renewal areas identified in Plan Melbourne Refresh Advocate to federal and state governments through Yarra IMAF, MAV, ISMMF, VLGA on affordable and community housing⁷ Campaign for appropriate joint use agreements for shared use community facilities as part of the Richmond High School

⁶ Yarra City Council website

⁷ Inner Melbourne Action Plan, Municipal Association of Victoria, Inner South Melbourne Mayors Forum, Victorian Local Government Association

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Strategies	Strategic Indicators	Initiatives
		project
Plan, promote and provide built form and open space that is accessible to all ages and abilities	(To be developed)	<ul style="list-style-type: none"> Prepare a built form analysis in major activity centres
Protect Council assets through effective proactive construction management	(To be developed)	<ul style="list-style-type: none"> Deliver a capital works program that caters for current and future needs
Encourage and promote good environmentally sustainable building, urban design, place-making and public realm outcomes	Council planning decisions upheld at VCAT (LGPRF Annual Report) ⁸	<ul style="list-style-type: none"> Implement the 2016 approved development plan for the AMCOR site
Provide direction and improve decision making on infrastructure projects through the application of the Strategic Community Infrastructure Framework	Number of major projects that demonstrate consideration of the Infrastructure Planning Framework	<ul style="list-style-type: none"> Embed and integrate the Strategic Community Infrastructure Planning Framework in Council planning and decision making
Ensure that changes in Yarra's built form involves engagement with the community	Community education initiative delivered explaining Council's role and limitations in delivering planning and development outcomes	<ul style="list-style-type: none"> Encourage pre-application engagements between developers and the community on major projects Facilitate community dialogue to assist the community's understanding of Council's role and limitations in delivering planning and development outcomes

Key Strategies / Plans that support this objective

- Yarra Planning Scheme, to be reviewed
- Heritage Strategy
- Environmental Strategy
- Yarra Heritage Strategy
- Urban Design Strategy
- Activity Centre and Streetscape Master Plans
- Environmentally Sustainable Building Design Policy
- Strategic Community Infrastructure Framework

⁸ Local Government Performance Reporting Framework, Know Your Council website

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Objective 5: *City of Yarra, a place where ...* Local businesses prosper and creative and knowledge industries thrive

Yarra is a great place to do business and to work. Supporting local businesses and creative industries not only contributes to Yarra's economy, but also increases local employment opportunities, enhances street life and fosters community connectedness

Our proximity to the Yarra River, the CBD as well as its accessibility by public transport makes Yarra a desirable place to live, work, study and play. From artists and craftspeople, with their studios across the municipality, to the traders on our shopping strips through to the increasing number of creative enterprises and technology businesses that call Cremorne home, our municipality has much to offer business. Yarra's 13,000 current businesses form an integral part of our community.

Economic development

Economic Development is a primary focus for Council, fostering greater investment and jobs growth in the municipality. Our Economic Development Strategy is intended to provide an achievable, evidence based plan for the future while responding to the challenges and opportunities presented by the local economic context.

Yarra's economy will continue to grow, with job numbers expected to double in the next 15 years. This growth will be in health and education, advanced manufacturing, professional services and the creative industries. The medical profession is a major employer within St Vincent's and Epworth hospitals and the range of neighbouring medical and consulting services that support them.

Tourism is also a major component of Yarra's local economy with visitors attracted to its iconic precincts for their unique mix of retail strips, bustling night-life, heritage, arts and cultural activities.

Creative and knowledge industries

Yarra is host to a wide range of iconic arts and cultural venues, including live music venues, artist studios and over 60 galleries, all of which contribute to the character and identity of our neighbourhoods. Supporting our local arts industries and developing the potential of new artists helps create a thriving and creative local culture, as well as future employment opportunities for residents.

There are many small to medium businesses working in media, design, technology and education, and the many professionals and consultants based in Yarra, providing thousands of jobs for local residents and those in neighbouring municipalities.

Community space

There is a variety of community meeting places abound across the municipality contributing to our creative city. We have nine neighbourhood houses, five libraries, three town halls, numerous community venues and community meeting rooms on public housing estates as well as many parks and open spaces. These support residents and visitors meeting to celebrate, enjoy cultural events or meet up with friends, neighbours and family.

Our newest meeting space is the North Fitzroy Community Hub, named Bargoonga Nganjin, the building is a state-of-the-art community facility and iconic Yarra building.

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The building will incorporate a library, maternal and child health centre, Council customer service area, community meeting spaces and a rooftop terrace.

Social enterprises

Yarra has a number of social enterprises and at least 20 regular tours are conducted in Yarra of such places. Social enterprises are led by an economic, social, cultural or environmental mission consistent with a public or community benefit. Purchasing from a social enterprise also supports the social or environmental purpose behind the enterprise.

Strategies and Initiatives

Strategies	Strategic Indicators	Initiatives
Maintain and strengthen the vibrancy and local identity of retail and commercial precincts	Implementation of Master plans for shopping strips and Streetscape Master Plans	<ul style="list-style-type: none"> Undertake at least three streetscape Master plans for shopping strips based on Place Making principles Promote the benefits of doing business locally including the benefit of access by walking and cycling Engage with local traders, leasing agents and property owners to strengthen the viability of Yarra activity centres such as Bridge road including the activation of empty spaces Continue to develop structure plans which build on the unique character of each precinct
Strengthen and monitor land use and economic growth and change including new and emerging economic clusters	Complete the review of Economic Development Strategy	<ul style="list-style-type: none"> Provide strategic justification for zoning retention to changes in employment precincts to retain opportunities for business clusters
Create local employment opportunities by providing targeted and relevant assistance to facilitate business growth, especially for small and	Complete the review of Economic Development Strategy	<ul style="list-style-type: none"> Promote local employment and facilitate initiatives to assist small business to enter the local market

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Strategies	Strategic Indicators	Initiatives
medium size enterprises and entrepreneurs through the attraction and retention of businesses		
Develop Innovative Smart City solutions in collaboration with government, industry and community that use technology to embrace a connected, informed and sustainable future	Complete Open Data Policy	<ul style="list-style-type: none"> Implement an innovation hub⁹ to bring people together to focus on creative solutions, enabling a culture of continuous improvement, innovation and collaboration Develop an Open Data Policy which provides open access for appropriate data sets to businesses and community organisations
Facilitate and promote creative endeavour and opportunities for the community to participate in a broad range of arts and cultural activities	Increased participation in arts and cultural activities in Yarra Delivery of the Arts and Culture annual grants program	<ul style="list-style-type: none"> Continue to recognise and support live music in Yarra through advocacy, grants, funding and partnerships. Continue to support a broad range of community festivals and events.
Attract and retain creative and knowledge industries in Yarra	Number of grants provided by the Room to Create fund	<ul style="list-style-type: none"> Continue to promote and grow the Room to Create charitable fund Implement initiatives that will protect affordable and appropriate creative infrastructure including Council owned spaces for arts purposes Identify opportunities to support retain and expand the arts sector as a viable and thriving industry in Yarra
Ensure libraries and neighbourhood houses, support lifelong learning, wellbeing and social inclusion.	Active library members (LGPRF Annual Report) ¹⁰ Standard of Library collection (LGPRF	<ul style="list-style-type: none"> Run targeted events and programs promoting health, life-skills and life-issues Provide spaces,

¹⁰ Local Government Performance Reporting Framework, Know Your Council website

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Strategies	Strategic Indicators	Initiatives
	Annual Report) ¹¹	expertise and practical supports to encourage creative uses in Libraries

Key Strategies / Plan that support this objective

- Arts and Culture Strategy
- Night Time Economy Strategy
- Economic Development Strategy (to be reviewed)
- Yarra Libraries Strategy
- Inner Melbourne Action Plan

¹¹ Local Government Performance Reporting Framework, Know Your Council website

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Objective 6: *City of Yarra, a place where ...*Connectivity and travel options are integrated and well-designed

Council is committed to creating a city that is accessible to all irrespective of levels of personal mobility, to support a fulfilling life without the need for a car.

With our municipal population expected to grow by 33% by 2036, improving sustainable transport capacity to accommodate our growing population is a priority'

To encourage using public transport, walking or cycling as the first choice of transport for all ages for short to medium trips (less than five kilometres), Council is working to provide an effective, interconnected and well maintained pedestrian and bicycle network that both inexperienced and experienced users feel safe and comfortable using.

Sustainable transport capacity is important to growing Yarra's local economy and employment. We will work on major improvements to cycling and walking infrastructure to provide integrated and connected travel options and local area place making infrastructure works to improve traffic management.

Congestion

Approximately 1000 buses and 90,000 vehicles journey daily along the busiest part of Hoddle Street. While Council is not responsible for major arterial roads, congestion impacts on our local road network as cars seek alternative routes to avoid the heavy traffic areas.

Council will continue to advocate to state and federal governments on behalf of the community to significantly improve public transport infrastructure and capacity, and will develop local area place-making infrastructure works to improve traffic management.

Competing needs

Council manages 313 kilometres of local roads. Increasing road traffic and local parking pressures continue to be a focus in our maintenance and works program. We are planning for the future to balance the needs and limited road space for parking for residents, workers, people with disabilities and visitors to Yarra.

Strategies and Initiatives

Strategies	Strategic Indicators	Initiatives
Manage traffic movement and promote road safety within local roads	<p>Number of successful grant applications relating to road safety</p> <p>Satisfaction with sealed local roads (LGPRF Annual Report)¹²</p>	<ul style="list-style-type: none"> Transition Local Area Traffic Management program to Local Area Place Making programs Monitor and manage traffic, road safety and parking and advocate to the State Government for improvement to tram stops and pedestrian safety measures around

¹² Local Government Performance Reporting Framework, Know Your Council website

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Strategies	Strategic Indicators	Initiatives
		<p>schools such as the Richmond High School development</p> <ul style="list-style-type: none"> Continue to provide low speed environments and community education for pedestrians, cyclists, motor-cyclists and vehicle drivers and passengers
Work in partnership with Vicroads and influence traffic management and road safety on main roads	Reduction in the number of road fatalities and serious accidents	<ul style="list-style-type: none"> Investigate and apply for appropriate funding opportunities relating to road safety, innovation and streetscape improvements
Investigate and implement effective parking management options	Endorsement of revised parking management	<ul style="list-style-type: none"> Continue to utilise data, technology and community consultation to inform the management of parking
Improve accessibility to public transport for people with mobility needs and older people	Number of advocacy campaigns to state government on improving public transport	<ul style="list-style-type: none"> Advocate to the state government for improved public transport services Continue to facilitate the upgrade of local tram stops to comply with the Disability Discrimination Act to support both access and viability of activity centres
Develop and promote pedestrian and bicycle infrastructure that encourages alternate modes of transport, improves safety and connectedness	<p>Community satisfaction ratings of levels of local road safety (Yarra City Council Annual Customer Satisfaction Survey)¹³</p> <p>Percentage of Bicycle works completed</p> <p>Progress of Wellington Street Bike Lane construction</p>	<ul style="list-style-type: none"> Complete construction of the Wellington Street Bike (Copenhagen style) Lane to Johnston street Improve bike parking, road signage and streetscapes to better protect cyclists and pedestrians

¹³ Yarra City Council website

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Strategies	Strategic Indicators	Initiatives
Advocate for increased performance of public transport across Melbourne	Number of advocacy campaigns to state government on improving public transport and reducing road congestion.	<ul style="list-style-type: none"> • Work with the Resilient Melbourne Project to improve the quality and connectedness of the metropolitan transport networks • Advocate to the state government for improved public transport services to meet population growth including Chandler Highway north-south bus route, Doncaster Rail, Hoddle Street Study, Airport Rail and Alexandra Parade • Develop the opportunity to trial an electric bus scheme

Key Strategies / Plans that support this objective

- Strategic Transport Statement and Action Plan
- Yarra Safe Travel Strategy and action plan
- Parking Management Strategy
- Bicycle Strategy

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Objective 7: *City of Yarra, a place where...* Transparency, performance and community participation drive the way we operate

Council is committed to change through an energised, cohesive team of professionals, recognised for our leadership, innovation and service.

We are working to ensure services meet the changing needs and preferences of our community with the emphasis on efficiency and effectiveness.

A changing and divergent community requires an agile and responsive organisation. To maximise value to our community and deliver the outcomes they want, it is critical that Council continue to engage with, and build understanding of our community and ensure our services are relevant and appropriate.

Council recognises the need for responsible fiscal policy and long-term financial planning as the keys to ensuring financial sustainability with the ability to remain agile and responsive to changing needs. Our 10-year Financial Plan has been developed to ensure the continued long-term financial sustainability of Council while providing sufficient funding for future services and infrastructure for the community.

Involving our community in decision making is fundamental to the way Council functions, our approach to advocacy and engagement is based on achieving the best outcomes for our community. This is achieved through our on-going communication, consultation and partnerships with our community.

These consultations and partnerships assist Council in adopting a customer centric approach to service planning and delivery ensuring our services are of high standards and service users know what to expect and Council meets those expectations.

One of the aspirations for Council is transitioning Yarra into Victoria's leading recognised Smart City to drive our economic and social prosperity through the use of technology that will enhance the connections between our residents, business and visitors.

Strategies and Initiatives

Strategies	Strategic Indicators	Initiatives
Ensure Council's assets and financial resources are managed responsibly to deliver financial sustainability	Council remains financially sustainable and receives a 'Low Risk' rating from the VAGO assessment conducted annually	<ul style="list-style-type: none"> Regularly review and update long-term financial planning to guide our budget decisions to ensure they are responsible and sustainable Review Council's asset portfolio, with a focus on buildings, to ensure that maximum community benefit is being realised

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Strategies	Strategic Indicators	Initiatives
Continue to develop a culture of continuous improvement and innovation	(To be developed)	<ul style="list-style-type: none"> Continue to train staff in the application of appropriate continuous improvement methodologies
Maintain a culture of transparency, governance, ethical practice and management of risks that instils a high level of community respect and confidence in Council decision-making	Satisfaction with Council decisions (Yarra City Council Annual Customer Satisfaction Survey)	<ul style="list-style-type: none"> Encourage community involvement in consultation engagements Provide training and re-enforcement of good governance practices
Ensure Council services are efficient, well-planned, accessible and meet community needs	Overall satisfaction with Council performance (Yarra City Council Annual Customer Satisfaction Survey) ¹⁴ Adopt a Services Policy	<ul style="list-style-type: none"> Continue to implement the service review program Develop a Services Policy and establish performance standards and service levels
Ensure a safe workplace for staff, contractors and visitors.	Reduction in reportable incidents and accidents	<ul style="list-style-type: none"> Improve management of workcover
Provide the community with meaningful and genuine opportunities to contribute to and participate in Council planning and decision making processes with a focus on hard to reach communities	(To be developed)	<ul style="list-style-type: none"> Promote programs to educate and encourage young people in decision making and participation in their local community Encourage implementation of Council's guidelines on how to make public meetings and events accessible to people of all abilities
Enable greater transparency and access to the conduct of Council Meetings	Implementation of Council Meeting broadcast system	<ul style="list-style-type: none"> Implement a cost effective system to broadcast Council meetings
Develop Innovative Smart City solutions in collaboration with Government, Industry and Community which will use	Digital Direction strategy endorsed by Council	<ul style="list-style-type: none"> Establish the digital direction for the next 10 years with actions aimed to support customer experience, economic

¹⁴ Yarra City Council website

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Strategies	Strategic Indicators	Initiatives
open data technology		competitiveness, accelerate innovation and deepen engagement with the community to transition Yarra into a nationally recognised digital economy.
Continue a 'customer centric' approach to all service planning and delivery	(To be developed)	<ul style="list-style-type: none"> Develop and implement a robust Information Services Strategy to support Council's service to the community
Advocate for the best interests of our community	Satisfaction with community consultation and engagement (Yarra City Council Annual Customer Satisfaction Survey) ¹⁵	<ul style="list-style-type: none"> Continue to implement engagement capacity building programs and strategies in line with the Community Engagement Policy

Key Strategies / Plan that support this objective

- Service Review Framework
- Strategic Advocacy Framework
- Long Term Financial Strategy
- Asset Management Strategy and Plans
- Community Engagement Policy

¹⁵ Yarra City Council website

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Strategic Resource Plan

The Local Government Act 1989 (the Act) requires council to prepare a Strategic Resource Plan. The Plan prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources required over the next four years to achieve the strategic objectives in the Council Plan. The purpose of the Strategic Resource Plan is to express the Council Plan strategic objectives and strategies in financial terms to ensure adequate resources are available to maintain services at levels established by the Council and in order to implement the Council Plan priorities.

The Strategic Resource Plan is updated each year as part of Council's budget process. Council has a Long Term Financial Plan to guide Council's financial decisions over a 10 year period, this sets targets for Council to achieve in terms of financial sustainability.

The key objectives in this Strategic Resource Plan are:

- We will maintain the scope and standard of ongoing services provided to the Yarra community and be flexible to address changing community needs with innovative services and facilities.
- We will focus on managing and renewing community assets such as roads, footpaths, open space and buildings to ensure they are maintained at an appropriate standard and ensure the best outcome for current and future populations.

Financial management

Yarra City Council, through this plan, seeks to deliver on our strategies by managing our financial resources in an equitable, sustainable and responsible manner.

A focus on financial sustainability will create a financial position capable of meeting long-term service and infrastructure levels and standards, acceptable to the community. This will be achieved with reasonable and targeted increases in costs and seeking out revenue opportunities such as grants and donations, whilst avoiding the need for radical cuts to services.

Council's long-term sustainability is dependent on ensuring that, on average over time, Yarra's operating expenses are less than associated revenues and support building reserves to create future opportunities.

Council has a long term financial strategy linked with Yarra's objectives, goals and desired outcomes. Our goal is to be financially sustainable at the end of each year by achieving a reasonable operating surplus, whereby operating income just exceeds operating expenditure. This will enable reinvestment over time to renew and build community infrastructure.

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Human resource management

Council's human resource programs continue to benefit the community through the achievement of value for money services, including continuous improvement, performance enhancement and ongoing commitment to staff learning and development. Council is committed to:

- Encourage a culture of innovation.
- Encourage a culture that values community engagement and value added customer service.
- Ensure that in all Council actions, human rights are protected.
- Developing and maintaining a workplace culture that attracts and retains highly skilled employees.
- Ensure policies and practices support the wellbeing and reasonable work/life balance of our employees.
- Promote a workplace of equal employment opportunity where all people are treated equally and are provided opportunities that encourage and support their professional development, growth and leadership.

Asset management

Council owns and manages \$1.97 Billion in land, property and infrastructure assets such as roads, footpaths, community halls and parks so that Council can deliver services to the community. In order to sustainably and responsibly manage these assets for present and future generations Council has developed an Asset Management Strategy.

Council will provide well-maintained community assets fit for their purpose and that provide best possible community benefit. Council's budget and long-term strategy will commit, with specific budget provision, an appropriate level of expenditure to ensure ongoing asset maintenance and renewal. Accurate asset data and condition assessments will be drawn upon to inform the annual budgeting and works programs.

The separate asset renewal component of total capital works expenditure will be based on needs identified in asset management plans that will include amounts sufficient to fund renewal of our assets to agreed standards as established in the asset management plans. Each asset renewal obligation will be determined by the asset renewal provision based on the replacement cost and remaining useful life of the asset to meet minimum community standards established through the asset management plans and asset condition audits.

Council will seek the most effective community outcome from the application of asset renewal funds. That may not necessarily result in the replication of existing facilities, but could involve the adaptive re-use of an asset or, in some cases disposal. In such circumstances, asset renewal funds will complement new and upgrade of funding as appropriate.

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Risk management

Council continues to achieve risk management audit results that are among the best in the State by ensuring that all Council departments comply with our risk management policies and processes. These policies and processes cover the maintenance of Council's infrastructure, including parks and gardens, trees, roads, footpaths, playgrounds and facilities. Our risk management policies and processes will continue to be regularly reviewed and updated with ongoing training provided to staff to ensure our community has access to excellent quality infrastructure. Occupational health and safety, the human resource strategic safety program, underpinned by Council's Occupational Health and Safety Management System, will seek to maintain annual reductions in incidents that result in staff injuries and lost work time.

Emergency management

Council's role in emergency management has been expanding markedly since the Victoria's 'Black Saturday' bushfires of 2009. Climate change, extreme weather and emergency events all impact on our community. Emergency management legislation and statutory guidelines are in a period of review; so too are the role and responsibilities of Council in this space. Council's current level of emergency preparedness and planning activities position the municipality as a leader in the practice of municipal emergency management. A key challenge will be for the organisation to effectively balance the continuity of key day-to-day services alongside immediate and increased operational activity to support emergency services and emergency-affected community members (e.g. through a storm or power outage). Council provides information on emergency management to residents and visitors through a variety of channels including local newspapers, events and workshops, emergency exercises, community meetings and via the Yarra City Council website.

Project Management

Council has a commitment to delivering well planned and effectively managed projects in order to deliver maximum value from the investment made by the Yarra Community. Council will continue to develop its Project Management processes, systems and technology throughout the life of this plan. It is recognised that key to effective project management is the training and support of staff. Therefore Council will continue to invest in training and recruiting the best possible staff to effectively manage our key projects.

Revenue

In 2015, the Victorian government established the 'Fair Go Rates System', which limits annual increase in local government rates and municipal charges. Under the Fair Go Rates System, local councils will not be able to increase average ratepayer rates and municipal charge by more than the average rate cap (unless they successfully apply to the Essential Services Commission for a higher rate cap). The Victorian government sets the average rate cap each year based on changes in the consumer price index over the financial year, plus or minus any adjustment, which may take into account factors such as wage pressures or efficiency dividends.

It is recognised that in addition to effectively managing expenditure, Council has a requirement to raise enough revenue to fund the services and infrastructure expected by the Yarra community. In consultation with the community, Council will continue to review revenue opportunities, work to seek grants and lobby other tiers of government to appropriately fund services and infrastructure.

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Comprehensive Income Statement

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
Income					
Rates and charges	101,989	113,658	117,711	121,852	126,083
Statutory fees and fines	27,393	28,534	28,819	29,395	29,984
User fees	26,830	27,064	27,334	27,881	28,439
Reimbursements	1,844	1,640	1,699	1,819	1,942
Grants - Operating	10,930	12,023	13,225	14,548	16,003
Grants - Capital	3,036	1,195	1,207	1,231	1,256
Contributions - monetary	4,300	4,300	4,300	4,300	4,300
Contributions - non-monetary	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	705	300	197	192	187
Fair value adjustments for investment property	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-
Other income	1,400	1,707	1,794	1,845	1,918
Total income	178,427	190,421	196,286	203,063	210,112
Expenses					
Employee costs	77,873	80,639	82,252	83,897	85,575
Materials and services	67,391	69,085	69,754	71,110	72,493
Bad and doubtful debts	2,040	2,010	1,980	1,950	1,920
Depreciation and amortisation	20,230	20,664	22,432	22,881	23,338
Borrowing costs	1,511	2,139	2,088	2,035	1,980
Other expenses	-	-	-	-	-
Total expenses	169,045	174,537	178,506	181,873	185,306
Surplus/(deficit) for the year	9,382	15,884	17,780	21,190	24,806
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment /(decrement)	-	50,339	-	52,204	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods (detail as appropriate)					
Total comprehensive result	9,382	66,223	17,780	73,394	24,806

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Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	30,877	26,747	26,124	28,081	31,293
Trade and other receivables	14,734	15,778	16,466	17,245	18,118
Other financial assets	-	-	-	-	-
Inventories	130	130	130	130	130
Non-current assets classified as held for sale	696	696	696	696	696
Other assets	-	-	-	-	-
Total current assets	46,437	43,351	43,416	46,152	50,237
Non-current assets					
Trade and other receivables	255	255	255	255	255
Investments in associates and joint ventures	-	-	-	-	-
Property, infrastructure, plant & equipment	1,686,699	1,748,914	1,758,842	1,821,330	1,833,485
Investment property	-	-	-	-	-
Intangible assets	-	-	-	-	-
Total non-current assets	1,686,954	1,749,169	1,759,097	1,821,585	1,833,740
Total assets	1,733,391	1,792,520	1,802,513	1,867,737	1,883,977
Liabilities					
Current liabilities					
Trade and other payables	17,534	17,534	17,534	17,534	17,534
Trust funds and deposits	6,195	6,195	6,195	6,195	6,195
Provisions	14,718	15,215	15,409	15,629	15,874
Interest-bearing loans and borrowings	1,091	1,142	1,195	1,250	5,713
Total current liabilities	39,538	40,086	40,333	40,608	45,316
Non-current liabilities					
Provisions	1,416	1,416	1,416	1,416	1,416
Interest-bearing loans and borrowings	44,909	37,267	29,233	20,788	7,514
Other Liabilities	585	585	585	585	585
Total non-current liabilities	46,910	39,268	31,234	22,789	9,515
Total liabilities	86,448	79,354	71,567	63,397	54,831
Net assets	1,646,943	1,713,166	1,730,946	1,804,340	1,829,146
Equity					
Accumulated surplus	591,130	607,014	624,794	645,984	670,790
Reserves	1,055,813	1,106,152	1,106,152	1,158,356	1,158,356
Total equity	1,646,943	1,713,166	1,730,946	1,804,340	1,829,146

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Statement of Changes In Equity For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016/2017 Forecast				
Balance at beginning of the financial year	1,637,561	581,748	1,035,634	20,179
Surplus/(deficit) for the year	9,382	9,382	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(4,000)	-	4,000
Transfer from other reserves	-	4,000	-	(4,000)
Balance at end of the financial year	1,646,943	591,130	1,035,634	20,179
2017/2018 Budget				
Balance at beginning of the financial year	1,646,943	591,130	1,035,634	20,179
Surplus/(deficit) for the year	15,884	15,884	-	-
Net asset revaluation increment/(decrement)	50,339	-	50,339	-
Transfer to other reserves	-	(4,000)	-	4,000
Transfer from other reserves	-	4,000	-	(4,000)
Balance at end of the financial year	1,713,166	607,014	1,085,973	20,179
2018/2019 Strategic Resource Plan				
Balance at beginning of the financial year	1,713,166	607,014	1,085,973	20,179
Surplus/(deficit) for the year	17,780	17,780	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(6,000)	-	6,000
Transfer from other reserves	-	6,000	-	(6,000)
Balance at end of the financial year	1,730,946	624,794	1,085,973	20,179
2019-2020 Strategic Resource Plan				
Balance at beginning of the financial year	1,730,946	624,794	1,085,973	20,179
Surplus/(deficit) for the year	21,190	21,190	-	-
Net asset revaluation increment/(decrement)	52,204	-	52,204	-
Transfer to other reserves	-	(4,300)	-	4,300
Transfer from other reserves	-	4,300	-	(4,300)
Balance at end of the financial year	1,804,340	645,984	1,138,177	20,179
2020/2021 Strategic Resource Plan				
Balance at beginning of the financial year	1,804,340	645,984	1,138,177	20,179
Surplus/(deficit) for the year	24,806	24,806	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(4,300)	-	4,300
Transfer from other reserves	-	4,300	-	(4,300)
Balance at end of the financial year	1,829,146	670,790	1,138,177	20,179

Attachment 1 - Proposed Council Plan 2017-21

Proposed Council Plan 2017-21

Statement of Cash Flow - For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual	2017-18	2018-19	Projections	
	2016-17			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	101,479	112,708	117,166	121,289	125,500
Statutory fees and fines	26,023	27,107	27,378	27,926	28,484
User fees	26,159	26,387	26,651	27,184	27,728
Grants - operating	10,930	12,023	13,225	14,548	16,003
Grants - capital	3,036	1,195	1,207	1,231	1,256
Contributions - monetary	4,300	4,300	4,300	4,300	4,300
Reimbursements	1,844	1,640	1,699	1,819	1,942
Interest received	469	500	500	500	500
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	931	1,207	1,294	1,345	1,418
Net GST refund / payment	-	-	-	-	-
Employee costs	(75,926)	(80,142)	(82,058)	(83,677)	(85,330)
Materials and services	(67,391)	(69,085)	(69,754)	(71,110)	(72,493)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	-	-	-	-	-
Net cash provided by/(used in) operating activities	31,854	37,840	41,608	45,355	49,308
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(36,715)	(33,040)	(32,858)	(33,666)	(35,992)
Proceeds from sale of property, infrastructure, plant and equipment	1,205	800	697	692	687
Payments for investments					
Proceeds from sale of investments					
Loan and advances made					
Payments of loans and advances					
Net cash provided by/ (used in) investing activities	(35,510)	(32,240)	(32,161)	(32,974)	(35,305)
Cash flows from financing activities					
Finance costs	(1,511)	(2,139)	(2,088)	(2,035)	(1,980)
Proceeds from borrowings	13,500	-	-	-	-
Repayment of borrowings	-	(7,591)	(7,982)	(8,389)	(8,811)
Net cash provided by/(used in) financing activities	11,989	(9,730)	(10,070)	(10,424)	(10,791)
Net increase/(decrease) in cash & cash equivalents	8,333	(4,130)	(623)	1,957	3,212
Cash and cash equivalents at the beginning of the financial year	22,544	30,877	26,747	26,124	28,081
Cash and cash equivalents at the end of the financial year	30,877	26,747	26,124	28,081	31,293

Attachment 1 - Proposed Council Plan 2017-21

Proposed Council Plan 2017-21

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan Projections			
		2017-18	2018-19	2019-20	2020-21	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Property						
Land	-	-	-	-	-	
Land improvements	-	-	-	-	-	
Total land	-	-	-	-	-	
Buildings	17,806	6,824	9,438	11,228	14,343	
Heritage buildings						
Building improvements						
Leasehold improvements						
Total buildings	17,806	6,824	9,438	11,228	14,343	
Total property	17,806	6,824	9,438	11,228	14,343	
Plant and equipment						
Heritage plant and equipment	-	-	-	-	-	
Plant, machinery and equipment	2,178	2,457	2,144	2,278	2,652	
Fixtures, fittings and furniture						
Computers and telecommunications	3,678	3,207	3,057	1,757	992	
Library books						
Total plant and equipment	5,856	5,664	5,201	4,035	3,644	
Infrastructure						
Roads	7,564	8,396	8,456	8,443	8,858	
Bridges	50	-	210	200	80	
Lanes	891	842	973	1,014	1,050	
Transport	2,792	872	2,129	892	1,005	
Waste management	60	60	60	75	70	
Drainage						
Recreational, leisure and community facilities						
Parks, open space and streetscapes	7,670	7,841	3,751	4,152	4,278	
Street Furniture	75	330	330	330	330	
Aerodromes						
Retail Strips	430	730	2,310	3,297	2,334	
Priority Projects	-	506				
Provisional Carry Forwards	-	975	-	-	-	
Total infrastructure	19,532	20,552	18,219	18,403	18,005	
Total capital works expenditure	43,194	33,040	32,858	33,666	35,992	
Represented by:						
New asset expenditure	15,419	6,666	820	200	1,461	
Asset renewal expenditure	25,002	25,835	25,814	25,559	23,666	
Asset expansion expenditure	-	-	-	-	-	
Asset upgrade expenditure	2,773	539	6,224	7,907	10,865	
Total capital works expenditure	43,194	33,040	32,858	33,666	35,992	

Attachment 1 - Proposed Council Plan 2017-21

Proposed Council Plan 2017-21

Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	76,587	79,528	81,119	82,741	84,396
Employee costs - capital	1,286	1,111	1,133	1,156	1,179
Total staff expenditure	77,873	80,639	82,252	83,897	85,575
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	828.0	839.0	839.0	839.0	839.0
Total staff numbers	828.0	839.0	839.0	839.0	839.0

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

Department	Comprises		
	Budget	Permanent	Permanent
	2017/18	Full Time	Part Time
	\$'000	\$'000	\$'000
CEO Division	8,084	6,438	1,646
Corporate, Business & Financial Services	20,006	15,355	4,651
Community Wellbeing	22,212	14,970	7,242
City Works & Assets	12,523	11,934	589
Planning & Placemaking	10,316	8,766	1,550
Total permanent staff expenditure	73,141	57,463	15,678
Casuals and other expenditure	6,387		
Capitalised labour costs	1,111		
Total expenditure	80,639		

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

Department	Comprises		
	Budget	Permanent	Permanent
	FTE	Full Time	Part Time
CEO Division	74.0	56.0	18.0
Corporate, Business & Financial Services	214.0	142.0	72.0
Community Wellbeing	252.0	166.0	86.0
City Works & Assets	123.0	117.0	6.0
Planning & Placemaking	93.0	79.0	14.0
Total	756.0	560.0	196.0
Casuals and other	72.0		
Capitalised labour costs	11.0		
Total staff	839.0		

Attachment 1 - Proposed Council Plan 2017-21

Proposed Council Plan 2017-21

Finance

Notes on the financial performance indicators tables:

- (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. Improvements in financial performance are forecast over the five year period.
- (2) Working capital – An indicator of whether Council is able to pay current liabilities within the following 12 months. Working capital is forecast to strengthen significantly over the five year outlook.
- (3) Debt compared to rates – Trend indicates a significantly reducing reliance on debt against annual rate revenue through redemption of long term debt.
- (4) Asset renewal – This percentage indicates the extent of Council's renewals 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 ongoing services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources as the level of Government grant funding increases are forecast to continue to be below the increased cost of service delivery.

Attachment 1 - Proposed Council Plan 2017-21

Proposed Council Plan 2017-21



Yarra City Council

Customer Service Centres

[Richmond Town Hall](#) – 333 Bridge Road, Richmond
[Collingwood Town Hall](#) – 140 Hoddle Street, Abbotsford
[Connie Benn Centre](#) - 160 Brunswick Street, Fitzroy

Council's standard opening hours are 8.30am - 5pm, Monday to Friday.

Phone

Phone: 9205 5555
Fax: (03) 8417 6666
After Hours Emergency: 9205 5555

Post

P.O. Box 168 Richmond 3121

Social

Looking for the latest news, events and places to visit in Yarra? Join the conversation by accessing Council's social media pages to Like, Share, and Comment on all that is happening in Yarra.

Twitter: [@YarraCouncil](#)
Facebook: www.fb.com/YarraCityCouncil
Instagram: [@CityOfYarra](#)

11.3 Draft Budget 2017-18 and Draft Long Term Financial Strategy 2017-18 to 2026-27

Trim Record Number: D17/39192

Responsible Officer: Director Corporate, Business and Finance

Purpose

1. To consider Council's Draft Budget for 2017-18 including the Strategic Resource Plan (SRP) and the Draft Long Term Financial Strategy 2017-18 to 2026-27 (LTFS), and to resolve to place these documents on public exhibition.

Background

2. Section 127 of the *Local Government Act* 1989 (the Act) provides that Council must prepare a Budget each financial year.
3. Section 126 of the Act requires Council to adopt a Strategic Resource Plan (SRP). The 2017-18 Draft Budget incorporates a SRP for the period 2017-18 to 2020-21.
4. Section 129 of the Act requires that Council, having prepared a budget, must give public notice of its preparation and gives a right to any person to make a submission under section 223 of the Act.
5. In June 2016, Council's adopted Long Term Financial Strategy reflected the intention to introduce a waste and environmental service charge in 2017-18.
6. On 21 February 2017, Council resolved that:
 1. *The draft 2017-18 Budget be prepared on the basis of separate waste & environmental service charges.*
 2. *That officers undertake community consultation on the proposed introduction of separate waste & environmental charges in conjunction with the required 28 days public exhibition of the draft 2017-18 Budget.*
 3. *That officers develop a draft policy defining what services are included in each proposed service charge and that consultation on this draft policy occur in conjunction with the draft 2017-18 Budget.*
7. In March 2017, Council sought further advice in relation to the waste service charge and the environmental charge. The advice supported a waste service charge however advised Council against introducing an environmental charge as proposed.
8. Officers have therefore prepared the draft 2017-18 Budget based on the introduction of a waste service charge only, removing the environmental service elements. The draft Waste Policy is included in the Draft Budget 2017-18 as part of the draft Rating Strategy.
9. Council is now proposing to introduce this separate waste service charge in 2017-18. The waste charge is being introduced to fully recover the cost for Council to deliver this service and is permitted within the Local Government Act and the Fair Go Rates System. It is proposed to introduce this charge in 2017-18 as this is a non-revaluation year. This will mean it will be much clearer for rate payers to determine the dollar change year on year on their rate notices. It will also ensure it will not be as big a percentage increase for some ratepayers who may experience large general rate increases in a revaluation year.
10. The charge will bring Yarra City Council in line with 73 other Victorian Councils who currently have a separate waste service charge.
11. It is proposed that rebates will apply for pensioners and health care card holders.

12. The key changes to the proposal since 21 February 2017 are:
- (a) the charge will now be on the elements of waste collection only and not environmental services;
 - (b) the waste charge will be a flat fee per property and will vary according to bin size;
 - (c) the charge will be a full fee for service and separate to the general rates;
 - (d) a 50% rebate of the waste service charge for pensioners and healthcare card holders for the first year is proposed, to be reviewed annually; and
 - (e) introduction will be in 2017-18.

External Consultation

13. In accordance with Section 129 of the Act, public notice of the preparation of the Draft Budget, SRP, and LTFS will be given by placing an advertisement in the Age newspaper and for information purposes, the Melbourne Times. Public notice includes information required by the *Local Government (Planning and Reporting) Regulations 2014*, and display of the Draft Budget at Council offices:
- (a) Richmond Town Hall, 333 Bridge Road, Richmond;
 - (b) Collingwood Town Hall, 140 Hoddle Street, Abbotsford (temporary portable offices opposite the Town Hall in Stanton Street, Abbotsford);
 - (c) Collingwood Library, 11 Stanton Street, Abbotsford;
 - (d) Richmond Library, 415 Church Street, Richmond;
 - (e) Fitzroy Library, 128 Moor Street, Fitzroy;
 - (f) North Fitzroy Library, 240 St Georges Road, North Fitzroy;
 - (g) Carlton Library, 667 Rathdowne Street, North Carlton; and
 - (h) Council's Web site: www.yarracity.vic.gov.au.
14. Council is committed to community consultation as part of the 2017-18 budget development process. Public consultation sessions have been scheduled in April 2017 to seek further community input, on the following dates:
- (a) Wednesday 19 April (6–8pm) at Edinburgh Gardens Community Room (Brunswick Street, North Fitzroy);
 - (b) Friday 21 April (12–2pm) at Studio One Community Hub (15 Barnet Way, Richmond);
 - (c) Saturday 22 April (10am–12pm) at Collingwood Senior Citizens Centre (Eddy Court, Abbotsford); and
 - (d) Thursday 27 April (12–2pm) at Fitzroy Town Hall (201 Napier Street, Fitzroy).
15. In accordance with Section 223 of the Act any person has the right to make a submission on the Budget.
16. Written submissions on the Draft Budget must be received by Council by 5.00pm Thursday 4 May 2017. Submitters must state in their submission if they wish to speak to their submission at the Special Council Meeting. Submissions will be considered by Council at the Special Council Meeting on Wednesday 17 May 2017.
17. Any alterations to the Draft Budget, SRP, or LTFS that are resolved by Council, as a result of the consultative process, will be incorporated into the 2017-18 Budget to be submitted to Council for consideration and adoption on Tuesday 6 June 2017.
18. The Draft Budget has been developed through a rigorous process of review by Council and Council Officers. Council has placed an emphasis on the continuation of service delivery for our community and support for our residents.

Internal Consultation (One Yarra)

19. Extensive internal consultation has been undertaken with key budget responsible officers which commenced in November 2016. The draft proposed budget information has been discussed in detail on several occasions from December 2016 to March 2017 by the Executive.

Financial Implications

20. Council has however identified a number of looming budgetary challenges such as the need to 'cash back' reserves (approximately \$20m), as well as creating working capital for debt redemption or refinancing of Council's \$32.5M in approximately 3 years' time. If the waste service charge is not implemented, Council will be required to reduce services and/or service levels, or reduce the capital expenditure program in the next budget cycle.
21. The ongoing financial viability of Council will depend on Council's ability to generate additional revenue and to continue to tightly control cost pressures and operating expenditure. One initiative for 2017-18 is to propose to introduce a waste service charge in order to fully recover the cost of delivering the waste service to our community. Introducing this charge would bring Council in line with 73 other Victorian councils that also have a separate waste service charge.
22. Within the Draft Budget, operating expenditure is provided for operations and core services, at the same high quality service levels as 2016-17.
23. The proposed Capital Works Program is a comprehensive asset renewal and new works program of \$30 million.

Economic Implications

24. Council's budget has wide-ranging economic implications for Yarra's citizens, particularly those reliant on Council infrastructure, services and funding, as well as those people that benefit from Council's strategic advocacy role.

Sustainability Implications

25. The Draft Budget, SRP, & LTFS support Council's environmental sustainability strategies as outlined in the Council Plan and is prepared on the basis of achieving long-term financial sustainability of Council.

Social Implications

26. The Draft Budget, SRP & LTFS support Council's social policies and services.

Human Rights Implications

27. There are no Human Rights implications.

Communications with CALD Communities Implications

28. The Draft Budget will be advertised widely and explanation and guidance will be available regarding CALD community implications.

Council Plan, Strategy and Policy Implications

29. In accordance with Section 125 of the Act, Council has also prepared a Council Plan 2017-2021. The Draft Budget and SRP complement the Council Plan 2017-2021. In accordance with Section 125(7) of the Act, the Council Plan has been reviewed.

Legal Implications

30. The annual budget process is a statutory process as specified in the Act and preparing a draft budget for community consultation is the first formal stage of the budget setting process.

Other Issues

31. There are no other issues.

Options

32. There are no other options

Conclusion

33. Council endorsement of the Draft Budget commences the public advertising and consultation process (minimum 28 days) and it is recommended that Council adopt the Draft Budget 2017-18 (including the draft SRP) and draft LTFS 2017-18 to 2026-27 for that purpose.

RECOMMENDATION

1. That Council:
 - (a) proposes the introduction of a separate waste service charge in 2017-18 for the following bin size services:
 - (i) 80 litre bin service (residential) - \$165.00 per annum;
 - (ii) 120 litre bin service (residential) - \$247.50 per annum;
 - (iii) 240 litre bin service (residential) - \$800 per annum;
 - (iv) 80 litre bin service (commercial) - \$165.00 per annum + GST if applicable;
 - (v) 120 litre bin service (commercial) - \$247.50 per annum + GST if applicable;
 - (vi) 240 litre bin service (commercial) - \$800 per annum + GST if applicable;
 - (b) proposes a 50% rebate of the waste service charge for pensioners and health care card holders relevant to their bin size service for the first year only, and to be reviewed each year as part of the Budget process;
 - (c) adopt the Draft Budget 2017-18 as the budget prepared for the purpose of sections 126 and 127 (1) of the *Local Government Act 1989* (the Act);
 - (d) authorises the Chief Executive Officer to:
 - (i) give public notice of the preparation of the Draft Budget, in accordance with sections 129(1) and 223 of the Act and Part 3 of the Local Government (Planning and Reporting) Regulations 2014; and
 - (ii) make the Draft Budget, SRP, & LTFS available for public inspection in accordance with Section 129 of the Act;
 - (e) considers:
 - (i) any submissions received on the Draft Budget at the Special Council Meeting to be held Wednesday 17 May pursuant to Section 223 of the Act; and
 - (f) resolves to consider for adoption the Draft Budget, with or without modification, at the Council meeting to be held on Tuesday 6 June 2017.

CONTACT OFFICER: Ange Marshall
TITLE: Chief Financial Officer
TEL: 9205 5544

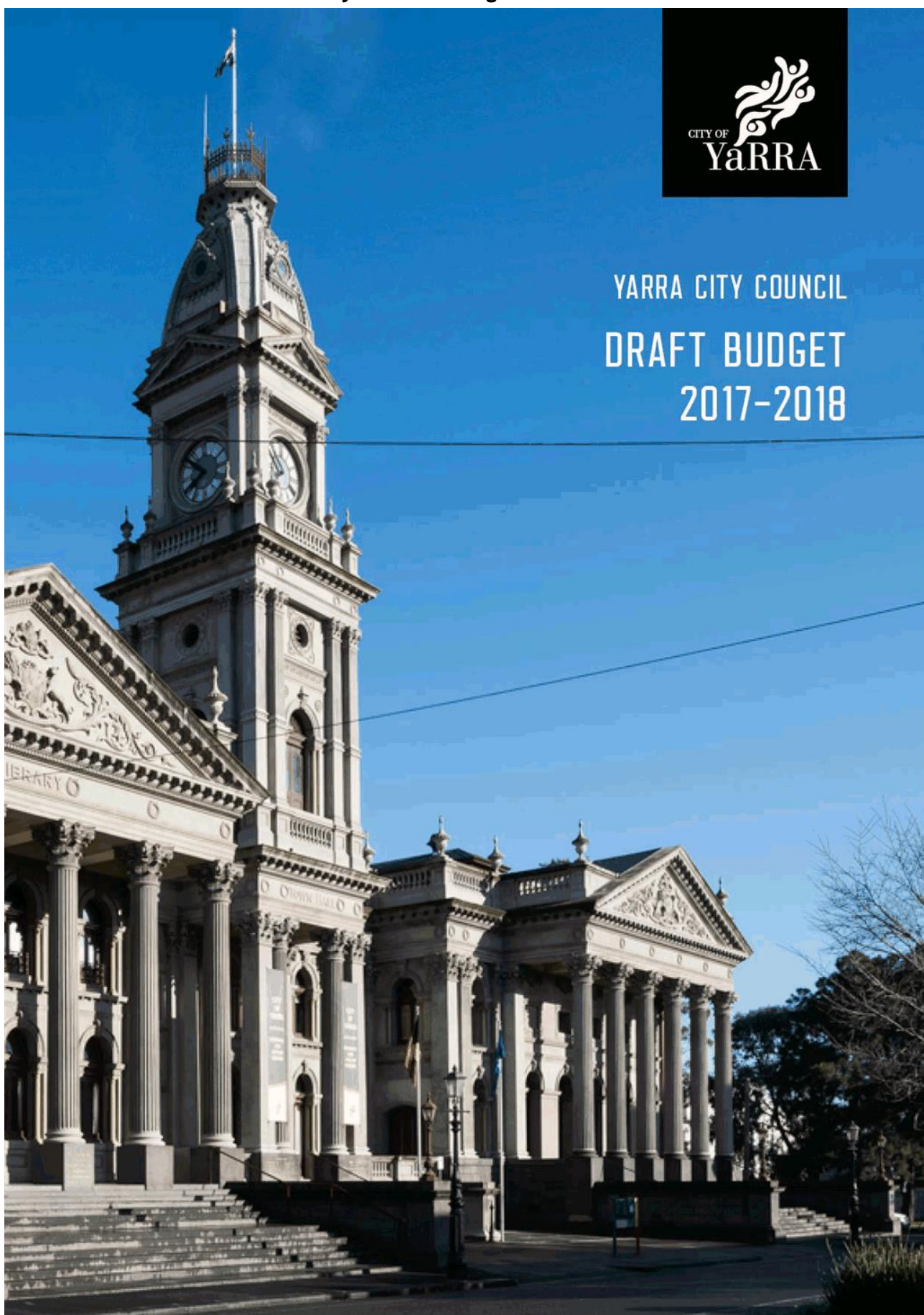
Attachments

- 1 DRAFT 2017-18 City of Yarra Budget
- 2 DRAFT City of Yarra Long Term Financial Strategy April 2017

Attachment 1 - DRAFT 2017-18 City of Yarra Budget



YARRA CITY COUNCIL
**DRAFT BUDGET
2017-2018**



Attachment 1 - DRAFT 2017-18 City of Yarra Budget

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Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Introduction

The draft 2017-2018 Budget details the resources required over the next year to fund the large range of services Yarra Council provides to the community. It also includes details of proposed capital expenditure allocations to improve and renew the City's physical infrastructure, buildings and operational assets.

The draft Budget proposes a general rate increase of 2.0 per cent. This is in line with the Fair Go Rates System (FGRS) which has capped rate increases by Victorian Councils.

A number of looming budgetary challenges have been identified such as the need to 'cash back' reserves (approximately \$20 million), as well as creating working capital for debt redemption or refinancing of Council's \$32.5 million in approximately 3 years' time.

In order to address these challenges, this budget proposes to introduce a separate waste service charge in 2017-18. The waste charge is being introduced to fully cost recover the cost for Council to deliver this service, in order to address the financial challenges outlined above, and is permitted within the Local Government Act and the Fair Go Rates System. It will also bring Yarra City Council in line with 73 other Victorian Councils who currently have a separate waste service charge.

It is proposed that rebates on the proposed waste service charge will apply for pensioners and health care card holders. If the waste service charge is not implemented, Council will be required to reduce services and/or service levels, or reduce the capital expenditure program in the next budget cycle.

There will be community sessions held during the Budget advertising period – at least 28 days – to discuss this initiative further, provide additional explanation of the proposed implementation and answer any queries raised by ratepayers.

Community feedback strongly supports the maintenance of existing service levels. For these to be continue to be sustainably funded, a mix of rates revenue, user charges, and the introduction of a new waste service charge is required. Council will continue to focus on the identification of sustainable cost reductions as well as other revenue opportunities. We will also explore new approaches for providing services to our community in a tighter fiscal environment and ensure that we engage with you on any planned changes.

Budget at a glance

- \$174 million total operating expenditure Budget.
- \$30 million for new capital projects and other new initiatives.
- \$2 million for community grants and contributions.
- 2.0 per cent increase in general rates, in line with the State Government's Fair Go Rates System
- 2.0 per cent increase in the City's rate rebate for pensioners (from \$175 to \$178.50 per annum).
- Introduction of a new waste service charge, with rebates applied for pensioners & health care card holders.

Capital works highlights

Allocated \$30.04 million in capital works expenditure, including:

- Road renewals (\$8.4 million) – including reconstructions, roads to recovery projects, road resheeting;
- Building renewals (\$6.8 million) – including refurbishments, replacement of plant, and roof replacements;
- Laneways renewal (\$0.84 million) – including bluestone laneway reconstructions and kerb & channel improvements;
- Parks, open space and streetscapes renewals (\$3.95 million) – including playground constructions and equipment, irrigation systems, and athletics track resurfacing;
- Plant and equipment renewals (\$4.6 million) – including information technology, library materials and scheduled replacement of Council's fleet.

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

New and major initiatives

Allocated \$5.4 million for new and upgrade capital works, as well as new initiatives including:

- Stage 1 of Wellington St bicycle lanes \$500k;
- Food waste recycling trial \$171k; and
- A new local park in Abbotsford \$450k

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Executive Summary

Council has prepared a draft Budget for 2017-18 which is aligned to the vision in the proposed 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 to do this within the rate increase mandated by the State Government, and with the addition of a new waste service charge.

This draft Budget projects a surplus of \$15.9 million for 2017-18, however, it should be noted that the adjusted underlying result is a surplus of \$10.0 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 Yarra City community funded by an operating expenditure Budget of \$174.5 million. These services are summarised in Section 2.
- 2) Continued investment in Infrastructure assets (\$30.4 million) for renewal / upgrade / new works. This includes roads (\$8.4 million); buildings (\$6.8 million); parks, open space and streetscapes (\$3.95 million); laneways (\$0.84 million) and plant and equipment (\$4.6 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.

Strategic Objective 1: Community health, safety and wellbeing are a focus in everything we do

- 1) Construction of a new local park at Charles and Mollison Streets, Abbotsford;
- 2) Continued funding to the Community Grants program (\$1.9 million net cost).
- 3) The Draft Budget includes ongoing funding for family, youth and children's services, recreation and open space, aged and disability services, leisure services, compliance, social policy and research.

Strategic Objective 2: Inclusion, diversity and uniqueness are welcomed, respected and celebrated

- 1) Stolen Generations Marker (\$0.1 million)
- 2) The draft budget includes ongoing funding for community partnerships, with key services across equity and diversity, Gay, Lesbian, Bisexual, Transgender, Intersex and Queer (GLBTIQ), community centres, neighbourhood houses.

Strategic Objective 3: Council leads on sustainability and protects and enhances its natural environment

- 1) Trial for an innovative solution for food waste recycling (\$0.1 million);
- 2) Planning for implementation of the Urban Forest Strategy (\$0.04 million);
- 3) Ongoing funding for sustainable services, waste and water management.

Strategic Objective 4: Development and growth are managed to maintain and enhance the character and heritage of the city

- 1) Developer Contribution Plan (DCP) introduction.

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

- 2) Other services funded in this area are: Statutory Planning, City Strategy and Construction Management.

Strategic Objective 5: Local businesses prosper and creative and knowledge industries thrive

- 1) Our commitment to economic development and businesses in our city remains a focus as is supporting creative and knowledge industries in our Budget by funding library services and the arts, culture and venues service.
- 2) Urban Design - Activity Centres Design (\$0.23 million)

Strategic Objective 6: Connectivity and travel options are integrated and well-designed

- 1) Wellington Street bicycle lane (\$0.5 million).
- 2) Spot Safety program (\$0.15 million)
- 3) Other services include Parking, Traffic and Special Projects, Strategic Transport and Road Services.

Strategic Objective 7: Transparency, performance and community participation drive the way we operate

- 1) Council operates in a highly legislative environment and performs its functions of administration in a transparent, performance driven and consultative manner. Services included here are the CEO's office, Finance, Governance, Advocacy and Engagement, Information and Communication Technologies, Innovation, People and Culture, Building Assets and Property Services, Risk Audit and Procurement, and Corporate Performance.

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 Yarra residents (2.2% in the last year)
 - iv. To cope with cost shifting from the State Government.
- 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. The waste service charge incorporating kerbside collection and recycling will be introduced in 2017-18.
- e. Refer Section 7 for further Rates and Charges details.

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3. Key Statistics

- Total Revenue: \$190.4m (2016-17 = \$178.4m)
- Total Expenditure: \$174.5m (2016-17 = \$169.0m)
- Accounting Result: \$15.9m Surplus (2016-17 = \$9.4m Surplus)
(Refer Income Statement in Section 3)
- Underlying operating result: \$10.0m Surplus (2016-17 = \$2.0m Surplus)

(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 at end of year: \$26.7m (2016-17 = \$30.9m)
(Refer Statement of Cash Flows in Section 3)
This is the cash balance after considering the funding requirements to meet loan principal repayments and the reserve transfers.
- Total Capital Works Program of \$30.04m (2016-17 = \$43.19m)
 - \$23.745m from Council operations (rates funded)
 - \$0.8m from asset sales
 - \$1.195m from external grants
 - \$4.3m from external 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% (2016/2017: 2.5%).
- CPI for Victoria is forecast to be 2.0% for the 2017-18 year (Victorian Department of Treasury & Finance, 2016-17 Budget Update).
- 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 EPA Levy costs of \$0.020 million. The levy has increased from \$9 per tonne in 2008/2009 to a forecast \$63.27 per tonne in 2017/2018 (703% increase in 9 years) and has added \$1.84 million to Council's costs. The levy has increased from \$9 per tonne in 2008/2009 to a forecast \$63.27 per tonne in 2017-18. The increase from 2016-17 to 2017-18 is approximately 2%.
- 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. School crossing supervisors are an example of this.
- 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*.

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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.

- Council must renegotiate a new Collective Agreement during the 2016-17 year for commencement on 1 July 2017.
- Council is considering the implementation of a separate waste service charge as part of the Budget process. Council is currently one of six Victorian municipalities that do not separately charge for waste services. There are guidelines available under the Fair Go Rates System monitored by the Essential Services Commission for introducing new charges in the rate capping environment which Council will observe and consult extensively with our community on.

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

1. Home and Community Care (HACC) - \$3.7m from 2012-13 to 2016-17.
2. Library Services - \$9.9m from 2012-13 to 2016-17.
3. School Crossing Supervision - \$0.92m from 2012-13 to 2016-17. 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

4. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014-15 Budget that it would pause indexation of the total national pool of financial assistance grants to local government for three years (2014-15, 2015-16, 2016-17).

Type 3: Statutory fee that prohibits full cost recovery

5. 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 development across the city.

Type 4: Levies

6. State Government landfill levy - The levy has increased from \$9 per tonne in 2008/2009 to a forecast \$63.27 per tonne in 2017-18. The increase from 2016-17 to 2017-18 is approximately 2%. Landfill gate fees are expected to increase by 4.15% for 2017/2018.

6. Population Growth

Council's population is forecast to grow from 89,151 in 2015 to 95,911 by 2021 and to 117,036 by 2036.

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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 16 of this report.

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

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

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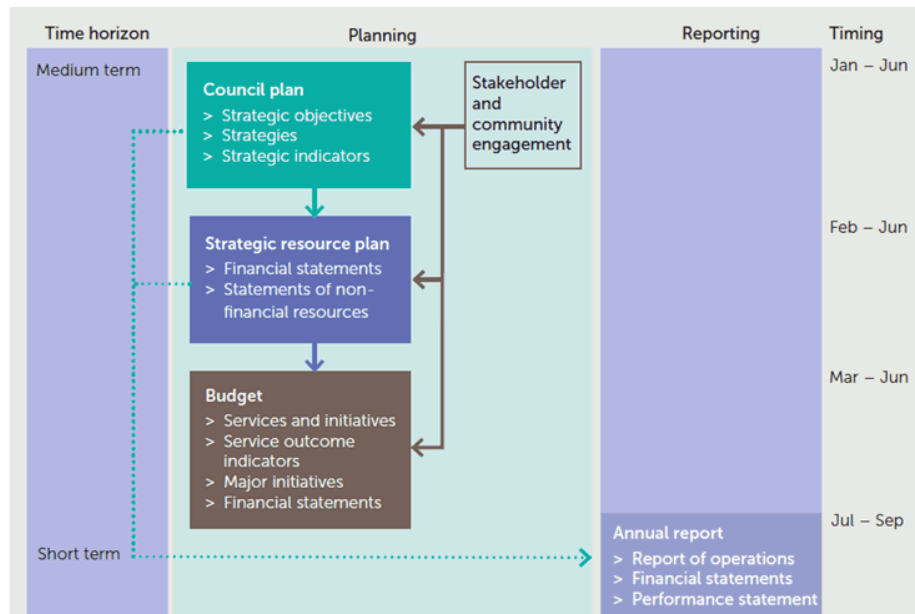
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1. Link to the Council Plan

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

Planning and accountability framework

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



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

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

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Our Values

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

INTEGRITY

Honesty. Fairness. Transparency.

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

ACCOUNTABILITY

Ownership. Leadership. Initiative

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

TEAMWORK

Support. Collaboration. Encouragement.

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

RESPECT

Understanding. Empathy. Courtesy.

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

INNOVATION

Lead. Learn. Improve.

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

SUSTAINABILITY

Environmental. Economic. Social. Cultural.

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

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Strategic objectives

Council delivers services and initiatives across a number of Branches and Business Units. Each contributes to the achievement of one of the seven proposed Strategic Objectives as set out in the Council Plan for the years 2017-21. The following table lists the seven Strategic Objectives as described in the Council Plan.

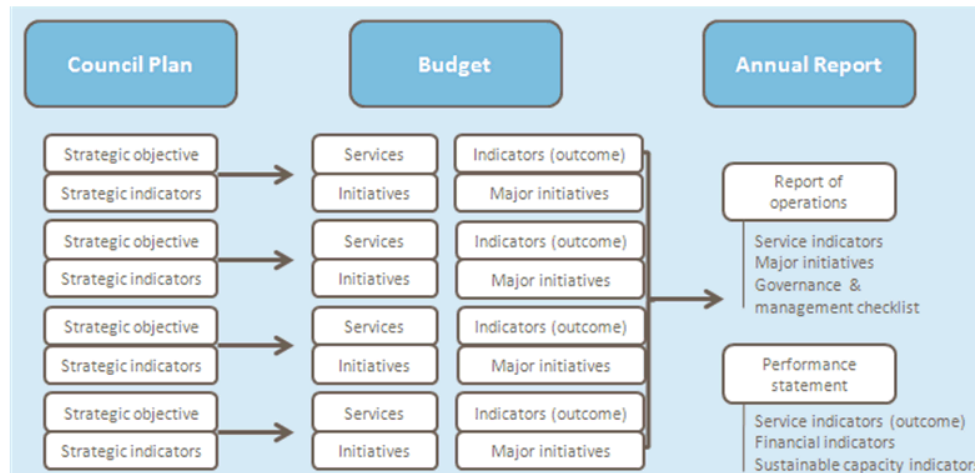
Proposed Strategic Objective	Description
Community health, safety and wellbeing are a focus in everything we do	Council plays a key role in contributing to our community's health and wellbeing. From delivering maternal and child health services to ensuring access to open space, enforcing noise regulations to supporting community and cultural initiatives, community health, safety and wellbeing is central to everything we do.
Inclusion, diversity and uniqueness are welcomed, respected and celebrated	Identity was a passionate and recurring theme throughout the community consultation for the Council Plan. Our community values its diversity. Creating a safe place where people of all ages, genders, sexualities, abilities, cultures and backgrounds feel welcome and connected is a priority for Council.
Council leads on sustainability and enhances its natural environment	As Victoria's first carbon-neutral council, we are proud of our commitment to sustainability. Protecting our natural environment and supporting our community to reduce its environmental footprint will continue to be a priority for Council.
Development and growth are managed to maintain and enhance the character and heritage of the city	With demand for inner city housing increasing, Council is mindful of the importance of balancing the needs of new and existing residents, and ensuring that development does not encroach on the amenity or heritage of our city.
Local businesses prosper and creative and knowledge industries thrive	Council is committed to creating a city that is accessible to everyone irrespective of levels of personal mobility, where a fulfilling life can be had without the need for a car.
Connectivity and travel options are integrated and well-designed	Yarra is a great place to do business and to work. Supporting local businesses and creative industries not only contributes to Yarra's economy, but also increases local employment opportunities, enhances street life and fosters community connectedness.
Transparency, performance and community participation drive the way we operate	Council is committed to change through an energised, cohesive team of professionals, recognised for our leadership, innovation and service.

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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.

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Proposed Strategic Objective 1:**Community health, safety and wellbeing are a focus in everything we do**

Council plays a key role in contributing to our community's health and wellbeing. From delivering maternal and child health services to ensuring access to open space, enforcing noise regulations to supporting community and cultural initiatives, community health, safety and wellbeing is central to everything we do.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Family, Youth and Children's Services	<p>Family, Youth and Children's Services provides direct services for children, young people and their families and is also responsible for municipal wide planning for children and young people. The Branch is structured into five service units: Children's Services, Family Services, Youth and Middle Years Services, Connie Benn Centre and Service Planning and Development.</p> <p>Key services:</p> <ul style="list-style-type: none"> • Education and Care / Children's Services • <u>Maternal & Child Health</u> • Family Support • Youth & Middle Years 	<p>16,856</p> <p>(9,102)</p> <hr/> <p>7,754</p>
Recreation and Open Space	<p>Recreation and Open Space is responsible for maintaining the publicly owned open spaces within the City of Yarra - areas include parks and gardens. Protection and enhancement of the open space and streetscape network and management of the City's trees.</p> <p>The branch also manages and provides accessible recreation opportunities, services and facilities and open space.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Open space planning and design • Capital works planning and implementation • Maintenance of open space, streetscape and ecological restoration sites • Recreation planning, club development and sports field allocation • Capital and infill street tree planting 	<p>9,591</p> <p>(282)</p> <hr/> <p>9,309</p>
Aged and Disability Services	<p>Aged and Disability Services provides a range of services to assist older adults and people with disabilities to live independently in their homes in partnership with the State and Federal Government. The services include home care, personal care, home maintenance, meals and social support to older people, younger people with disability and their carers.</p> <p>The Branch carries out community development and strategic planning roles to support the inclusion of older adults and people with disability in community life, including resourcing Council's Disability Advisory Committee and the Active Ageing Advisory Group.</p>	<p>6,875</p> <p>(3,627)</p> <hr/> <p>3,248</p>

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Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
	Key Services: <ul style="list-style-type: none"> Delivering community care services Community Development Support for Older Persons Groups TRAAC Program Disability, Access & Inclusion Metro Access Community Transport Contract Management 	
Leisure Services	Leisure Services operates three major leisure and aquatic facilities, a public golf course and a community gymnasium and provides a range of high quality facilities and programs that encourage participation from a broad cross section of the community. Our service manages and provides diverse recreational and leisure opportunities that have a positive impact on the community's wellbeing, whilst maintaining facilities that are safe, clean and fit-for-purpose. Key Services: <ul style="list-style-type: none"> Collingwood Leisure Centre Richmond Recreation Centre Fitzroy Swimming Pool Burnley Golf Course 	9,791 (10,420) (629)
Compliance Services	Compliance Services is responsible for a range of statutory enforcement services to maximise the health, safety and harmony of the City. Key Services: <ul style="list-style-type: none"> <u>Animal Management</u> Local Laws Enforcement School Crossing Management Temporary Liquor Licensing referrals Local Law permits Litter Enforcement Planning Enforcement <u>Health Protection (including Food Safety and Immunisation)</u> 	6,237 (4,406) 1,831
Social Policy and Research	Social Policy and Research has responsibility for managing the organisation's response to Community Safety, Health planning including Alcohol and Other Drug Issues, policy and research and the night time economy. Key Services: <ul style="list-style-type: none"> Undertake social research Undertaking strategic research, plans and policies Health Planning 	463 - 463

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Major Initiatives

1. Construction of a new local park at Charles and Mollison Streets, Abbotsford (\$0.45 million)

Council will construct a new park in Abbotsford through partial road closure at the intersection of Charles and Mollison Streets. This project supports the Yarra Open Space Strategy that identified the precinct as lacking in open space.

2. Victoria Street Masterplan – Lennox and Nicholson Street upgrade (\$0.4 million) and Shopfront Improvement Grants pilot (\$0.04 million)

Council is undertaking a project to improve the amenity, safety and public realm in Victoria Street at the intersection of Lennox and Nicholson Streets. The new spaces will provide safe, attractive, green and accessible public spaces for residents and visitors. This includes repaving of footpaths, new street crossing points, street furniture and bicycle parking, lighting, public art and street tree planting. Council has received a \$200K grant to contribute this project.

In addition, Council will run a pilot program to improve the character, amenity and safety of Victoria Street via a grant co-funding scheme to assist shop owners to remove roller shutters and refurbish shopfronts.

Initiatives

3. Update of the Yarra Open Space Strategy (\$0.06 million)

Council will commence the preparation of a new Open Space Strategy which will result in a renewed direction for the provision and enhancement of the open space in Yarra, including responding to changes and developments in community needs since the last strategy was developed.

4. Citizens Park Jack Dyer Pavilion – Design (\$0.05 million)

Design for the redevelopment of the Jack Dyer Pavilion at Citizen's Park will be undertaken this year.

The upgraded facility, when constructed, will provide for increased participation in sport by women and juniors and will also improve the accessibility and environmental performance of the facility.

5. Fitzroy Adventure Playground (Cubbies) operational support (\$0.1 million)

Council has allocated \$100K for funding support to Fitzroy Adventure Playground (Cubbies) operated by Save The Children Australia, which provides a safe place for children to play, enjoy friendships and develop.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100

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		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
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

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Proposed Strategic Objective 2:

Inclusion, diversity and uniqueness are welcomed, respected and celebrated

Identity was a passionate and recurring theme throughout the community consultation for the Council Plan. Our community values its diversity. Creating a safe place where people of all ages, genders, sexualities, abilities, cultures and backgrounds feel welcome and connected is a priority for Council.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Community Partnerships	Community Partnerships leads community development in Yarra to support Council's strategic objectives through strengthening civic participation, championing social inclusion and cohesion and supporting community groups and organisations.	3,565
	Key Services:	-
	<ul style="list-style-type: none"> • Equity and Diversity • GLBTIQ Working Group • Community Centres • Neighbourhood Houses • Manage Needle and Syringe contract • Community Grants Program • Aboriginal Partnerships Plan • Social Housing and Homelessness • Multicultural Affairs 	3,565

Major Initiatives

1. Stolen Generations Marker (\$0.1 million)

Council will work with the local Aboriginal and Torres Strait Islander communities to develop a Stolen Generations Marker as a tribute to the Stolen Generations and their families and to stand as a reminder of the ongoing impacts of past government policies on the Aboriginal community today.

Initiatives

2. Installation of civic flagpoles (\$0.02 million)

Council will install civic flagpoles in locations near to town halls, which will be used to fly community flags in acknowledgement of Yarra's rich community diversity.

3. Small Project Grants (\$0.07 million)

The Small Project Grants respond to funding requests throughout the year, providing an opportunity for new applicants to engage with Council and gain an understanding of the grants process. The grants allow not-for-profit organisations and individual artists to access small amounts of funding quickly. The purpose of these grants are to promote: social involvement; community connectedness; environmental sustainability; health; well-being; and cultural diversity.

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Proposed Strategic Objective 3:**Council leads on sustainability and enhances its natural environment**

As Victoria's first carbon-neutral council, we are proud of our commitment to sustainability. Protecting our natural environment and supporting our community to reduce its environmental footprint will continue to be a priority for Council.

Services

Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Sustainability Services	Sustainability Services focusses on the advocacy and policy areas of environment, waste minimisation and urban agriculture.	3,241 -
		3,241
	Key Services	
	<ul style="list-style-type: none"> Reducing Yarra's greenhouse gas emissions/ energy consumption Reducing Council's waste to Landfill Increasing Urban Agriculture throughout the municipality 	
Waste Services	Waste Services oversees the delivery of all waste services and waste minimisation.	16,956 (616)
		16,340
	Key Services:	
	<ul style="list-style-type: none"> Waste Services Waste Minimisation Street Cleaning 	
Water Management Services	Water Management plans for Council to be an active participant in whole of water cycle management and seek all available opportunities to reduce the reliance on potable water by working with water corporations to achieve cost efficient access to alternative water including, treated, and re-using stormwater, recycled water and rainwater.	49 -
		49
	Key Services:	
	<ul style="list-style-type: none"> Water Management 	

Major Initiatives**1. Trial an innovative solution for food waste recycling in Yarra (\$0.17 million)**

Council will conduct and evaluate a trial of an innovative solution for diverting food waste from landfill. This will include establishing an appropriate collection service, food waste receptacles for households, education/engagement processes and waste processing technology.

Initiatives**2. Planning for implementation of Urban Forest Strategy (\$0.04 million)**

Council will undertake planning work to create localised tree planting plans consistent with the development of the Urban Forest Strategy. This will ensure street tree planting funded within the capital asset renewal program aligns with the strategy.

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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

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Proposed Strategic Objective 4:**Development and growth are managed to maintain and enhance the character and heritage of the city**

With demand for inner city housing increasing, Council is mindful of the importance of balancing the needs of new and existing residents, and ensuring that development does not encroach on the amenity or heritage of our City.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Statutory Planning	Statutory Planning is responsible for analysing, processing and assessing planning applications to ensure that the use and development of land which gives effect to state and local planning policies, are based on clear procedures, appropriate public participation and coordination with other Branches of Council. Key Services: <ul style="list-style-type: none"> • Planning Applications • VCAT and Panel Hearings • Advice on planning and specialist heritage and environmental sustainability issues • Subdivision compliance 	4,100 (6,026) (1,926)
City Strategy	City Strategy provides strategic research, planning policy and urban design advice on sustainable land use and development in the municipality through policy development, strategic plans and the development of appropriate planning controls through the Yarra Planning Scheme. Key Services: <ul style="list-style-type: none"> • Monitoring and reviewing the Yarra Planning Scheme • Preparing and assessing Planning Scheme Amendments • Improving the public realm in activity centres and key public spaces • Preparing urban design frameworks and master plans 	2,047 - 2,047
Construction Management	Construction Management is responsible for ensuring that development/works being undertaken in the municipality meet agreed statutory and/or permit requirements and that developments have minimum impact on the amenity of residents, businesses and Council infrastructure.	5,212 (6,695) (1,483)

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Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
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Key services:

- Management of Construction Management Plans
- Issue of Building Permits
- Permits to address public safety at events
- Permits to occupy Council land
- Provide 24/7 emergency call out for building matters
- Review and respond to Essential Safety Measure matters

Initiatives

1. Developer Contribution Plan implementation and administration (\$0.08 million)

This initiative comprises staffing and IT system changes to support the introduction of Developer Contribution Plan (DCP) to the Yarra Planning Scheme. The DCP will ensure that new residential development growth being experienced by Yarra contributes in an equitable way to provision of infrastructure and community facilities.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory Planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100

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Proposed Strategic Objective 5:**Local businesses prosper and creative and knowledge industries thrive**

Yarra is a great place to do business and to work. Supporting local businesses and creative industries not only contributes to Yarra's economy, but also increases local employment opportunities, enhances street life and fosters community connectedness.

Services

Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Economic Development	Economic Development is responsible for developing programs to support Yarra's economy and promoting local businesses and key retail precincts. It also responsible for Urban Design providing designs for improving the quality of the public domain in Yarra's activity centres and undertaking design projects for key public spaces in the municipality. Key Services: <ul style="list-style-type: none"> • Economic Development • Providing advice, support and services to local businesses • Undertaking tourism and marketing programs 	720 (10) 710
Library Services	Yarra Libraries develops and maintains integrated, coordinated Library Services comprised of accessible and responsive practices that are connected to, and informed by our community and are delivered by professional staff working within a supportive learning culture. Key Services: <ul style="list-style-type: none"> • Free core public library services • Authoritative, accessible information services • Collections and services to support individual and collective quality of life • Development and delivery of activities and events to support reader development and social inclusion • Quality service which we develop and evaluate to pursue excellence • Places and spaces for the community to come together – both real and virtual. 	5,572 (635) 4,937
Arts, Culture and Venues	Arts, Culture and Venues comprises two business units: Arts and Cultural Services, and Venues and Events. It is responsible for producing and commissioning of works; facilitating projects between external stakeholders and advocacy and managing the use of Council's civic and community buildings, as well our parks and open spaces. Key services: <ul style="list-style-type: none"> • Venues bookings • Service delivery for the operation of three civic buildings and community spaces. • Events permits 	3,409 (774) 2,635

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-
- Parks and open spaces bookings
 - Arts development
 - Community arts
 - Festivals and events
 - Art and heritage collections
 - Public Art
 - Room to Create (creative spaces support) program
-

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100

Major Initiatives

1. Urban Design – Activity Centres design (\$0.23 million)

Council will fund urban design work with a placemaking focus in the key activity centres of Brunswick Street, Bridge Road and Victoria Street. The designs will aim to ensure accessible, safe and quality public domain and public spaces in Yarra's activity centres so that they remain attractive to the local community, visitors and tourists.

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Proposed Strategic Objective 6:**Connectivity and travel options are integrated and well-designed**

Council is committed to creating a city that is accessible to everyone irrespective of levels of personal mobility, where a fulfilling life can be had without the need for a car.

Services

Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Parking Services	<p>Parking Services is responsible for a range of statutory enforcement services to maximise the safety, compliance and harmony of the City and for the management of limited parking resources.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Parking Enforcement Program • Processing Parking Infringements • Parking Permit Scheme • Prosecutions 	<p>8,008</p> <p>(26,856)</p> <p>(18,848)</p>
Traffic and Special Projects	<p>Traffic and Special Projects provides, maintains, improves and manages Yarra's Infrastructure with a focus on creating an efficient, effective and safe traffic environment.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Traffic Services • Local Area Traffic Management Studies (LATMS) 	<p>1,135</p> <p>-</p> <p>1,135</p>
Strategic Transport	<p>Strategic Transport focuses on advocacy and policy and delivers cycling infrastructure.</p> <p>Key Services</p> <ul style="list-style-type: none"> • Advocating for improved public transport services • Improving bicycle infrastructure • Supporting/ increasing number of cyclists • Delivering road safety projects for cyclists and pedestrians 	<p>821</p> <p>-</p> <p>821</p>
Road Services and Fleet Management	<p>Road Services and Fleet Management manages and maintains Council's road and footpath infrastructure, fleet, plant and equipment.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Graffiti Management • <u>Yarra Roads Services</u> • Fleet Management • Emergency Management 	<p>4,734</p> <p>(85)</p> <p>4,649</p>

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Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Engineering and Asset Management	Engineering and Asset Management provides policy, strategy, processes and procedures and systems that produce an integrated and multidisciplinary approach to asset management. Key Services: <ul style="list-style-type: none"> • Strategic Asset Management • Capital Works planning, development, monitoring and reporting • Road Infrastructure Capital Works Program • Assessment of referred development applications • Implementation of Road Management Act 	1,888 (200) <hr/> 1,688

Major Initiatives

1. Wellington Street Copenhagen bicycle lane stage 2 (\$0.5 million)

Council will commence construction of the second stage of the Wellington Street Bicycle Lane between Gipps Street and Johnston Street. This is a Copenhagen-style lane and the project aims to provide improved safety and comfort for cyclists, encourage new cyclists and calm existing traffic flows on Wellington Street.

2. Spot safety program (\$0.15 million)

Council monitors the local road network and accident records to identify locations with a significant accident frequency which may require remedial action. The Spot Safety Program improves road safety, reduces vehicle speeds and traffic volumes and improves residential amenity, walkability and cycling.

Initiatives

3. Bicycle network program and bicycle parking (\$0.09 million)

Council will continue to develop bicycle related infrastructure as proposed in the Bicycle Strategy, including an allocation for additional bicycle parking racks and pole vaults to be installed particularly around shopping strips, activity centres and Council facilities.

4. Pedestrian program (\$0.08 million)

Council will continue to make improvements to pedestrian amenity and safety as proposed in the Encouraging and Increasing Walking Strategy.

5. 30 km/h trial Rose precinct, Fitzroy (\$0.025 million)

Council will trial a 30 km/h speed limit in the LATM 9 Rose Precinct in Fitzroy. This allocation will fund infrastructure required to undertake the trial (changes in speed limit signs and road markings) and traffic conditions monitoring during the trial.

6. Upgrade of signalised crossings to comply with Disability Discrimination Act guidelines (\$0.03 million)

Council will commence a program to improve pedestrian signals within Yarra to comply with the Disability Discrimination Act. This will include installation of Tactile Ground Surface Indicators and Variable Audio Tactile to assist with access for vision impaired pedestrians.

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Service	Indicator	Performance Measure	Computation
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.

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Proposed Strategic Objective 7:**Transparency, performance and community participation drive the way we operate**

Council is committed to change through an energised, cohesive team of professionals, recognised for our leadership, innovation and service.

Services

Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
CEO Office	<p>The CEO Office includes the Governance and Support Office, Office of Mayor and Councillors and the Property Management Unit. It is responsible for a range of professional services to internal and external clients, with an emphasis on governance related issues including compliance, regulation, transparency and probity.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Council agendas and minutes • Freedom of Information • Internal ombudsman • <u>Mayor and Councillors Office</u> • Place naming • Public Registers • Records Management • Management of Legal Services 	<p>5,074</p> <p>(1)</p> <hr/> <p>5,073</p>
People and Culture	<p>People and Culture promotes accountability and enhances competency, effectiveness and wellbeing as a shared responsibility of the organisation and its people and strives to generate a positive and productive work and learning environment.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Culture change and the development of the organisation • Performance planning and assessment • Employee Relations • Workforce planning, recruitment and selection • HR administration • Occupational Health, Safety and Risk 	<p>1,918</p> <p>-</p> <hr/> <p>1,918</p>
Advocacy and Engagement	<p>The Advocacy and Engagement provides Council with three customer service locations, a telephone call centre, communications, issues and media management, consultation and engagement, strategic advocacy, publications, digital communications including website and social media, and civic events.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Customer Service • Consultation and engagement • Public relations / public affairs 	<p>4,268</p> <p>-</p> <hr/> <p>4,268</p>

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Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> Media relations, monitoring and advertising Digital and social media Civic events, festival presence, speeches Major Campaigns Issues Management 	
Finance	<p>The Finance Branch delivers financial accounting, management accounting, revenue management, valuations and payroll services to the organisation. It also develops financial strategies that will ensure the City of Yarra is a viable organisation able to continue provision of quality services into the future.</p> <p>Key Services:</p> <ul style="list-style-type: none"> Management Accounting Revenue Management Valuation Services Financial Accounting Payroll 	4,291 (2,980) <hr/> 1,311
Corporate Planning and Performance	<p>The Corporate Planning and Performance Branch ensures services and projects are strategically aligned, deliver value for money and are accountable to staff, Councillors and the community.</p> <p>Key Services:</p> <ul style="list-style-type: none"> Corporate Planning and reporting Service Planning and Service Reviews Project Management Office Community Infrastructure Planning 	828 - <hr/> 828
Risk, Audit and Procurement	<p>The Risk, Audit and Procurement Unit ensures the organisation has policies and procedures in place to manage its risks and engender confidence in our corporate governance. It is responsible for oversight of the organisation's Internal Audit Program and provides the Secretariat function for Council's Audit Committee.</p> <p>The Contracts and Procurement Unit is responsible for ensuring that procurement processes are compliant with Council policies and procedures that all legislative requirements imposed on Council are met; and that probity is observed in tendering and purchasing systems.</p>	2,964 - <hr/> 2,964

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Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
	<p>Key Services:</p> <ul style="list-style-type: none"> • Risk Management • Business Continuity • Emergency Management • Contracts and Procurement • Audit Committee • Internal Audit program • Insurance 	
Building Assets and Property Services	<p>Building Assets manages, maintains and develops the Council's building and land assets in order to maximise their ability to support delivery of services to the community.</p> <p>Property Services is responsible for managing Councils property portfolio including leases, licences and management agreements.</p> <p>Key services</p> <ul style="list-style-type: none"> • Building Services and Facilities Maintenance • Building Projects • Property Management 	<p>6,738</p> <p>(1,502)</p> <p>5,236</p>
Information and Communication Technology	<p>Information and Communication Technology facilitates the acquisition, maintenance, retirement and usage of all information systems maintained or used by the operations and staff of the City of Yarra including fixed and mobile hardware, installed and cloud sourced software and telecommunications equipment.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Business Analysis • Support of business applications and process improvements • Administration and maintenance of the IS Infrastructure • GIS Administration 	<p>7,163</p> <p>-</p> <p>7,163</p>
Innovation	<p>The Innovation and Information Services Branch offers support to areas undertaking new innovative projects, giving advice on the appropriate tools, barriers and considerations for the situation, strengthening the business case, connecting innovators with possible sponsors, and providing links to others who may have encountered similar issues or problems in their own innovation processes.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Project Management of innovation projects • Project and Process Innovation 	<p>775</p> <p>-</p> <p>775</p>

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Initiatives

1. Resilient Melbourne (\$0.02 million)

Council will continue to engage with peer organisations through the Resilient Melbourne forum, which seeks to develop a collaborative approach to ensure greater metropolitan Melbourne is able to cope, adapt and thrive in an environment of increasing complexity and uncertainty.

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

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Performance Statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2016-17 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

Reconciliation with Budgeted Surplus/(Deficit)

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Community health, safety and wellbeing is a focus in everything we do	21,976	49,813	(27,837)
Inclusion, diversity and uniqueness are welcomed, respected and celebrated	3,565	3,565	-
Council leads on sustainability and enhances its environment	19,630	20,246	(616)
Development and growth are managed to maintain and enhance the character of the city	(1,362)	11,359	(12,721)
Connectivity and travel options are integrated and well-designed	(10,555)	16,586	(27,141)
Local businesses prosper and creative and knowledge industries thrive	8,282	9,701	(1,419)
Transparency, performance and community participation drive the way we operate	29,536	34,019	(4,483)
Total services and initiatives	71,072	145,289	(74,217)
Other non-attributable	27,897		
Deficit before funding sources	98,969		
Funding sources:			
Rates & charges	113,658		
Capital grants	1,195		
Total funding sources	114,853		
Surplus for the year	15,884		

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3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The Budget information for the years 2017-18 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 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

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Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	101,989	113,658	117,711	121,852	126,083
Statutory fees and fines	27,393	28,534	28,819	29,395	29,984
User fees	26,830	27,064	27,334	27,881	28,439
Reimbursements	1,844	1,640	1,699	1,819	1,942
Grants - Operating	10,930	12,023	13,225	14,548	16,003
Grants - Capital	3,036	1,195	1,207	1,231	1,256
Contributions - monetary	4,300	4,300	4,300	4,300	4,300
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	705	300	197	192	187
Other income	1,400	1,707	1,794	1,845	1,918
Total income	178,427	190,421	196,286	203,063	210,112
Expenses					
Employee costs	77,873	80,639	82,252	83,897	85,575
Materials and services	67,391	69,085	69,754	71,110	72,493
Bad and doubtful debts	2,040	2,010	1,980	1,950	1,920
Depreciation and amortisation	20,230	20,664	22,432	22,881	23,338
Borrowing costs	1,511	2,139	2,088	2,035	1,980
Total expenses	169,045	174,537	178,506	181,873	185,306
Surplus/(deficit) for the year	9,382	15,884	17,780	21,190	24,806
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment /(decrement)	-	50,339	-	52,204	-
Total comprehensive result	9,382	66,223	17,780	73,394	24,806

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Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	30,877	26,747	26,124	28,081	31,293
Trade and other receivables	14,734	15,778	16,466	17,245	18,118
Inventories	130	130	130	130	130
Non-current assets classified as held for sale	696	696	696	696	696
Total current assets	46,437	43,351	43,416	46,152	50,237
Non-current assets					
Trade and other receivables	255	255	255	255	255
Property, infrastructure, plant & equipment	1,686,699	1,748,914	1,758,842	1,821,330	1,833,485
Total non-current assets	1,686,954	1,749,169	1,759,097	1,821,585	1,833,740
Total assets	1,733,391	1,792,520	1,802,513	1,867,737	1,883,977
Liabilities					
Current liabilities					
Trade and other payables	17,534	17,534	17,534	17,534	17,534
Trust funds and deposits	6,195	6,195	6,195	6,195	6,195
Provisions	14,718	15,215	15,409	15,629	15,874
Interest-bearing loans and borrowings	1,091	1,142	1,195	1,250	5,713
Total current liabilities	39,538	40,086	40,333	40,608	45,316
Non-current liabilities					
Provisions	1,416	1,416	1,416	1,416	1,416
Interest-bearing loans and borrowings	44,909	37,267	29,233	20,788	7,514
Other Liabilities	585	585	585	585	585
Total non-current liabilities	46,910	39,268	31,234	22,789	9,515
Total liabilities	86,448	79,354	71,567	63,397	54,831
Net assets	1,646,943	1,713,166	1,730,946	1,804,340	1,829,146
Equity					
Accumulated surplus	591,130	607,014	624,794	645,984	670,790
Reserves	1,055,813	1,106,152	1,106,152	1,158,356	1,158,356
Total equity	1,646,943	1,713,166	1,730,946	1,804,340	1,829,146

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Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016/2017 Forecast				
Balance at beginning of the financial year	1,637,561	581,748	1,035,634	20,179
Surplus/(deficit) for the year	9,382	9,382	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(4,000)	-	4,000
Transfer from other reserves	-	4,000	-	(4,000)
Balance at end of the financial year	1,646,943	591,130	1,035,634	20,179
2017/2018 Budget				
Balance at beginning of the financial year	1,646,943	591,130	1,035,634	20,179
Surplus/(deficit) for the year	15,884	15,884	-	-
Net asset revaluation increment/(decrement)	50,339	-	50,339	-
Transfer to other reserves	-	(4,000)	-	4,000
Transfer from other reserves	-	4,000	-	(4,000)
Balance at end of the financial year	1,713,166	607,014	1,085,973	20,179
2018/2019 Strategic Resource Plan				
Balance at beginning of the financial year	1,713,166	607,014	1,085,973	20,179
Surplus/(deficit) for the year	17,780	17,780	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(6,000)	-	6,000
Transfer from other reserves	-	6,000	-	(6,000)
Balance at end of the financial year	1,730,946	624,794	1,085,973	20,179
2019-2020 Strategic Resource Plan				
Balance at beginning of the financial year	1,730,946	624,794	1,085,973	20,179
Surplus/(deficit) for the year	21,190	21,190	-	-
Net asset revaluation increment/(decrement)	52,204	-	52,204	-
Transfer to other reserves	-	(4,300)	-	4,300
Transfer from other reserves	-	4,300	-	(4,300)
Balance at end of the financial year	1,804,340	645,984	1,138,177	20,179
2020/2021 Strategic Resource Plan				
Balance at beginning of the financial year	1,804,340	645,984	1,138,177	20,179
Surplus/(deficit) for the year	24,806	24,806	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(4,300)	-	4,300
Transfer from other reserves	-	4,300	-	(4,300)
Balance at end of the financial year	1,829,146	670,790	1,138,177	20,179

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Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	101,479	112,708	117,166	121,289	125,500
Statutory fees and fines	26,023	27,107	27,378	27,926	28,484
User fees	26,159	26,387	26,651	27,184	27,728
Grants - operating	10,930	12,023	13,225	14,548	16,003
Grants - capital	3,036	1,195	1,207	1,231	1,256
Contributions - monetary	4,300	4,300	4,300	4,300	4,300
Reimbursements	1,844	1,640	1,699	1,819	1,942
Interest received	469	500	500	500	500
Other receipts	931	1,207	1,294	1,345	1,418
Employee costs	(75,926)	(80,142)	(82,058)	(83,677)	(85,330)
Materials and services	(67,391)	(69,085)	(69,754)	(71,110)	(72,493)
Net cash provided by/(used in) operating activities	31,854	37,840	41,608	45,355	49,308
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(36,715)	(33,040)	(32,858)	(33,666)	(35,992)
Proceeds from sale of property, infrastructure, plant and equipment	1,205	800	697	692	687
Net cash provided by/ (used in) investing activities	(35,510)	(32,240)	(32,161)	(32,974)	(35,305)
Cash flows from financing activities					
Finance costs	(1,511)	(2,139)	(2,088)	(2,035)	(1,980)
Proceeds from borrowings	13,500	-	-	-	-
Repayment of borrowings	-	(7,591)	(7,982)	(8,389)	(8,811)
Net cash provided by/(used in) financing activities	11,989	(9,730)	(10,070)	(10,424)	(10,791)
Net increase/(decrease) in cash & cash equivalents	8,333	(4,130)	(623)	1,957	3,212
Cash and cash equivalents at the beginning of the financial year	22,544	30,877	26,747	26,124	28,081
Cash and cash equivalents at the end of the financial year	30,877	26,747	26,124	28,081	31,293

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Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Buildings	17,806	6,824	9,438	11,228	14,343
Total buildings	17,806	6,824	9,438	11,228	14,343
Total property	17,806	6,824	9,438	11,228	14,343
Plant and equipment					
Plant, machinery and equipment	2,178	2,457	2,144	2,278	2,652
Computers and telecommunications	3,678	3,207	3,057	1,757	992
Total plant and equipment	5,856	5,664	5,201	4,035	3,644
Infrastructure					
Roads	7,564	8,396	8,456	8,443	8,858
Bridges	50	-	210	200	80
Lanes	891	842	973	1,014	1,050
Transport	2,792	872	2,129	892	1,005
Waste management	60	60	60	75	70
Parks, open space and streetscapes	7,670	7,841	3,751	4,152	4,278
Street Furniture	75	330	330	330	330
Retail Strips	430	730	2,310	3,297	2,334
Priority Projects	-	506			
Provisional Carry Forwards	-	975	-	-	-
Total infrastructure	19,532	20,552	18,219	18,403	18,005
Total capital works expenditure	43,194	33,040	32,858	33,666	35,992
Represented by:					
New asset expenditure	15,419	6,666	820	200	1,461
Asset renewal expenditure	25,002	25,835	25,814	25,559	23,666
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	2,773	539	6,224	7,907	10,865
Total capital works expenditure	43,194	33,040	32,858	33,666	35,992

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Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	76,587	79,528	81,119	82,741	84,396
Employee costs - capital	1,286	1,111	1,133	1,156	1,179
Total staff expenditure	77,873	80,639	82,252	83,897	85,575
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	828.0	839.0	839.0	839.0	839.0
Total staff numbers	828.0	839.0	839.0	839.0	839.0

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

Department	Budget 2017-18 \$'000	Comprises	
		Permanent	Permanent
		Full Time	Part Time
CEO Division	8,084	6,438	1,646
Corporate, Business & Financial Services	20,006	15,355	4,651
Community Wellbeing	22,212	14,970	7,242
City Works & Assets	12,523	11,934	589
Planning & Placemaking	10,316	8,766	1,550
Total permanent staff expenditure	73,141	57,463	15,678
Casuals and other expenditure	6,387		
Capitalised labour costs	1,111		
Total expenditure	80,639		

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

Department	Budget FTE	Comprises	
		Permanent	Permanent
		Full Time	Part Time
CEO Division	74.0	56.0	18.0
Corporate, Business & Financial Services	214.0	142.0	72.0
Community Wellbeing	252.0	166.0	86.0
City Works & Assets	123.0	117.0	6.0
Planning & Placemaking	93.0	79.0	14.0
Total	756.0	560.0	196.0
Casuals and other	72.0		
Capitalised labour costs	11.0		
Total staff	839.0		

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4. Financial performance indicators

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

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2016-17	2017-18	2018-19	2019-20	2020-21	+/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	1.2%	5.6%	6.3%	7.9%	9.4%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	117.4%	108.1%	107.6%	113.7%	110.9%	o
Unrestricted cash	Unrestricted cash / current liabilities		62.4%	51.3%	49.4%	53.9%	55.4%	o
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	45.1%	33.8%	25.8%	18.1%	10.5%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.5%	8.6%	8.6%	8.6%	8.6%	+
Indebtedness	Non-current liabilities / own source revenue		29.8%	23.0%	17.8%	12.6%	5.1%	+
Asset renewal	Asset renewal expenditure / depreciation	4	123.6%	125.0%	115.1%	111.7%	101.4%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	59.6%	61.5%	61.7%	61.7%	61.6%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.2%	0.2%	0.2%	0.2%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,130	\$3,203	\$3,246	\$3,277	\$3,309	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,571	\$1,594	\$1,616	\$1,638	\$1,659	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		13.5%	13.3%	13.3%	13.3%	13.3%	+

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 – This is 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 is expected over the period, although continued losses would mean reliance on Council's cash reserves or increased debt to maintain services. Council's result indicates an improving trend.

2 Working Capital – The proportion of current liabilities represented by current assets. 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. Council's trend is decreasing which indicates additional investment in renewal will be required at some stage.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become stable on reliance of rate revenue compared to all other revenue sources, if the waste service charge is introduced.

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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

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5.1.1 Grants - operating (\$1.09 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 10% or \$1.09 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 Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance Inc/(Dec) \$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	1,795	2,189	394
Family day care	619	642	23
General home care	1,773	1,875	102
Recurrent - State Government			
Primary care partnerships	4,675	5,449	774
Aged care	478	448	(30)
School crossing supervisors	215	218	3
Libraries	590	576	(14)
Maternal and child health	536	536	-
Health Protection	105	90	(15)
Community safety	80	-	(80)
Total recurrent grants	10,866	12,023	1,157
Non-recurrent - Commonwealth Government			
Facilities	41	-	(41)
Environmental planning	23	-	(23)
Total non-recurrent grants	64	-	(64)
Total operating grants	10,930	12,023	1,093

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5.1.2 Grants - capital (\$1.84 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants will decrease by 61% or \$1.84 million compared to 2016-17 due mainly to additional roads to recovery and 'black spot' funding received in 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 Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance Inc/(Dec) \$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	400	414	14
Roads to Recovery	621	620	(1)
Recurrent - State Government			
Total recurrent grants	1,021	1,034	13
Non-recurrent - Commonwealth Government			
Roads	1,860	-	(1,860)
Non-recurrent - State Government			
Buildings	50	-	(50)
Community Learning and Partnerships	-	150	150
Recreation	95	-	(95)
Other	10	11	1
Total non-recurrent grants	2,015	161	(1,854)
Total capital grants	3,036	1,195	(1,841)

5.1.3 Statement of Borrowings

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

	2016-17 \$'000	2017-18 \$'000
Total amount borrowed as at 30 June of the prior year	32,500	46,000
Total amount proposed to be borrowed	13,500	-
Total amount projected to be redeemed	-	(7,591)
Total amount of borrowings as at 30 June	46,000	38,409

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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.

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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 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
BUILDINGS									
Abbotsford Senior Citizens/Willowview Centre	75	-	75	-	-	-	-	75	-
All buildings - General Regulation Compliance	80	-	80	-	-	-	-	80	-
Building Condition Audits	25	-	25	-	-	-	-	25	-
Burnley Golf Course Administration, Residence and Shed	11	-	11	-	-	-	-	11	-
Burnley Golf Course Equipment Shed	30	-	30	-	-	-	-	30	-
Citizens Park Public Toilet	30	-	30	-	-	-	-	30	-
Collingwood Depot Workshop / Admin	283	-	283	-	-	-	-	283	-
Collingwood Leisure Centre	230	-	230	-	-	-	-	230	-
Collingwood Town Hall & Precinct	718	-	718	-	-	-	-	718	-
Dancehouse	40	-	40	-	-	-	-	40	-
Dight Falls - Public Toilets	235	-	235	-	-	-	-	235	-
Docker Street Public Toilets	40	-	40	-	-	-	-	40	-
Fairfield Park Boathouse & Tearooms	60	-	60	-	-	-	-	60	-
Fitzroy Pool - Gym and Spa	276	-	276	-	-	-	-	276	-
Fitzroy Town Hall	2,080	-	2,080	-	-	-	-	2,080	-
Johnston Pavilion - Kevin Bartlett Reserve	20	-	20	-	-	-	-	20	-
Keele Street Child Care Centre	90	-	90	-	-	-	-	90	-

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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
Lord Street Neighbourhood House	80	-	80	-	-	-	-	80	-
Mark Street Hall (Inner Circle Linear Park)	142	-	142	-	-	-	-	142	-
Minor urgent works - Various Buildings	425	-	425	-	-	-	-	425	-
North Fitzroy MCHC - Emely Baker Infant Welfare Centre	50	-	50	-	-	-	-	50	-
North Fitzroy Neighbourhood House	25	-	25	-	-	-	-	25	-
Preliminary Building Investigations	300	-	300	-	-	-	-	300	-
Ray Coverdale Pavilion - Knott Reserve	15	-	15	-	-	-	-	15	-
Richmond Library (incl MCH, Historical Society)	150	-	150	-	-	-	-	150	-
Richmond Recreation Centre	260	-	260	-	-	-	-	260	-
Richmond Senior Citizens Centre	25	-	25	-	-	-	-	25	-
Richmond Town Hall	715	-	715	-	-	-	-	715	-
Richmond Town Hall Toilets (off ROW)	40	-	40	-	-	-	-	40	-
Signage replacement program	25	-	25	-	-	-	-	25	-
Victoria Park - Sherrin Stand	25	-	25	-	-	-	-	25	-
Yarra Community Youth Centre	54	-	54	-	-	-	-	54	-
Yarraberg Child Care Centre	120	-	120	-	-	-	-	120	-
Air Raid / Jack Dyer Pavilion - Citizens Park	50	-	-	50	-	-	-	50	-
TOTAL BUILDINGS	6,824	-	6,774	50	-	-	-	6,824	-
PLANT AND EQUIPMENT									
Buses	150	-	150	-	-	-	-	150	-
Cycles	15	-	15	-	-	-	-	15	-
Furniture	200	-	200	-	-	-	-	200	-

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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
Leisure Centre Equipment	164	-	164	-	-	-	-	164	-
Library Resources	590	-	590	-	-	161	-	429	-
Mechanical (Roads)	40	-	40	-	-	-	-	40	-
Miscellaneous	100	-	100	-	-	-	-	100	-
Passenger Cars	703	-	703	-	-	-	-	703	-
Trucks	270	-	270	-	-	-	-	270	-
Whitegoods	25	-	25	-	-	-	-	25	-
TOTAL PLANT AND EQUIPMENT	2,257	-	2,257	-	-	161	-	2,096	-
COMPUTERS AND TELECOMMUNICATIONS									
Asset Management Mobile Computing	42	-	42	-	-	-	-	42	-
Asset Management System	600	-	600	-	-	-	-	600	-
CAD software	15	-	15	-	-	-	-	15	-
Copier/printer	55	-	55	-	-	-	-	55	-
Customer Request System	275	-	275	-	-	-	-	275	-
Enterprise Record Management System	200	-	200	-	-	-	-	200	-
Laptop/tablet Replacement Program	100	-	100	-	-	-	-	100	-
Mobile Devices	100	-	100	-	-	-	-	100	-
Network Infrastructure	300	-	300	-	-	-	-	300	-
Other	50	-	50	-	-	-	-	50	-
PC Replacement Program	450	-	450	-	-	-	-	450	-
Property and Rating	200	-	200	-	-	-	-	200	-
TOTAL COMPUTERS AND TELECOMMUNICATIONS	2,387	-	2,387	-	-	-	-	2,387	-

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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
ROAD INFRASTRUCTURE									
Abbotsford St (Nicholson St to Hunter St)	120	-	120	-	-	-	-	120	-
Abbotsford St(Paterson St to Clarke St)	60	-	60	-	-	-	-	60	-
Abbott St (Lulie St to Trenerry Cres)	230	-	230	-	-	-	-	230	-
Alfred Cr (St Georges Rd to Best St)	85	-	85	-	-	-	-	85	-
Argyle St (Fitzroy St to Brunswick St)	180	-	180	-	-	-	-	180	-
Barkly St (Dean St to Melville St)	20	-	20	-	-	-	-	20	-
Barkly St (Rae St to Dean St)	40	-	40	-	-	-	-	40	-
Bedford St (Otter St to End Of Street)	70	-	70	-	-	-	-	70	-
Bendigo St (Hotham St to Alexandra Pde)	100	-	100	-	-	-	-	100	-
Bennett St (Park St to Scotchmer St)	155	-	155	-	-	-	-	155	-
Blanche St (Hotham St to Mater St)	85	-	85	-	-	-	-	85	-
Brighton St (Barkly Ave to Albert St)	30	-	30	-	-	-	-	30	-
Campbell St (Vere St to Gipps St)	125	-	125	-	-	-	-	125	-
Carroll St (Swan St to Gipps St)	100	-	100	-	-	-	-	100	-
Cecil St (Gore St to Smith St)	20	-	20	-	-	-	-	20	-
Clifton St (Swan St to Gipps St)	100	-	100	-	-	-	-	100	-
Council St (Reeves St to Smith St)	10	-	10	-	-	-	-	10	-
Council St (Wellington St to Reeves St)	10	-	10	-	-	-	-	10	-
Drummond St (Macpherson St to Richardson St)	150	-	150	-	-	-	-	150	-
Edmund St (Little Edmund St to Walker St)	30	-	30	-	-	-	-	30	-
Fairchild St (Victoria St to Nelson St)	25	-	25	-	-	-	-	25	-

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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
Federation La (Trenerry Cres to Lulie St)	90	-	90	-	-	-	-	90	-
Fenwick St (Wright St to Spensley St)	50	-	50	-	-	-	-	50	-
Fergie St (Alfred Cr to Scotchmer St)	80	-	80	-	-	-	-	80	-
Garton St (Lang St to Gallagher Reserve)	40	-	40	-	-	-	-	40	-
Garton St (Pigdon St to Paterson St)	65	-	65	-	-	-	-	65	-
Gibdon St (Madden Gr to Twickenham Cres)	120	-	120	-	-	-	-	120	-
Gipps St (Park St to Nicholson St)	30	-	30	-	-	-	-	30	-
Glass St (Beissel St to Newry St)	80	-	80	-	-	-	-	80	-
Highett PI (Greeves St to End Of Street)	30	-	30	-	-	-	-	30	-
Hunter St (Bridge Rd to Corsair St)	130	-	130	-	-	-	-	130	-
Islington St (Hood St to Gipps St)	30	-	30	-	-	-	-	30	-
Johnston St (Gold St to Hoddle St)	40	-	40	-	-	-	-	40	-
Johnston St (Wellington St to Gold St)	40	-	40	-	-	-	-	40	-
Keele St (Budd St to Wellington St)	20	-	20	-	-	-	-	20	-
Keele St (Smith St to Budd St)	35	-	35	-	-	-	-	35	-
Kerr St (George St to Gore St)	25	-	25	-	-	-	-	25	-
Kerr St (Gore St to Smith St)	25	-	25	-	-	-	-	25	-
King William St (Fitzroy St to Brunswick St)	20	-	20	-	-	-	-	20	-
Kneen St (Falconer St to Rushall Cres)	15	-	15	-	-	-	-	15	-
Laity St (Lambert St to Church St)	20	-	20	-	-	-	-	20	-
Langridge St (Rokeby St to Rupert St)	70	-	70	-	-	-	-	70	-

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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
Langridge St (Wellington St to Rokeby St)	90	-	90	-	-	-	-	90	-
Lithgow St (Mollison St to Victoria St)	85	-	85	-	-	-	-	85	-
Little Turner St (Lulie St to Rich St)	70	-	70	-	-	-	-	70	-
Lord St (Bridge Rd to Abinger St)	20	-	20	-	-	-	-	20	-
Lulie St (Johnston St to Turner St)	230	-	230	-	-	140	-	90	-
Lygon St (Park St to Holtom St East)	45	-	45	-	-	-	-	45	-
Madden Gr (Burnley St to Stawell St)	80	-	80	-	-	-	-	80	-
Madden Gr (Stawell St to Gibdon St)	60	-	60	-	-	-	-	60	-
Mary St (Madden Gr to Barkly Ave)	50	-	50	-	-	-	-	50	-
Mary St (Swan St to Madden Gr)	15	-	15	-	-	-	-	15	-
Nicholson St (Harper St to Gipps St)	150	-	150	-	-	-	-	150	-
Noone St (Wellington St to Gold St)	100	-	100	-	-	-	-	100	-
Park St (Garton St to Lang St)	25	-	25	-	-	-	-	25	-
Park St (Station St to Nicholson St)	35	-	35	-	-	-	-	35	-
Pigdon St (Amess St to Canning St)	98	-	98	-	-	-	-	98	-
Pigdon St (Canning St to Station St)	53	-	53	-	-	-	-	53	-
Pigdon St (Drummond St to Rathdowne St)	35	-	35	-	-	-	-	35	-
Pigdon St (Lygon St to Drummond St)	35	-	35	-	-	-	-	35	-
Pilkington St (Holden St to Barkly St)	50	-	50	-	-	-	-	50	-
Rae St (Newry St to York St)	40	-	40	-	-	-	-	40	-
Rae St (York St to Alexandra Pde)	40	-	40	-	-	-	-	40	-
Rathdowne St (Mary St to Pigdon St)	100	-	100	-	-	89	-	11	-
Rathdowne St (Park St to Mary St)	100	-	100	-	-	100	-	-	-

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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
Rathdowne St (Pigdon St to Richardson St)	225	-	225	-	-	225	-	-	-
Rathdowne St (Richardson St to Macpherson St)	130	-	130	-	-	-	-	130	-
Rowena Pde (Punt Rd to Rotherwood St)	60	-	60	-	-	-	-	60	-
Rushall Cres (Falconer St to Woodside St)	95	-	95	-	-	95	-	-	-
Rushall Cres (Rowe St to Mckean St)	83	-	83	-	-	83	-	-	-
Rushall Cres (Woodside St to Rowe St)	65	-	65	-	-	12	-	53	-
Sackville St (Gold St to Hoddle St)	40	-	40	-	-	-	-	40	-
Sackville St (Wellington St to Gold St)	25	-	25	-	-	-	-	25	-
Scotchmer St (Woodhead St to Falconer St)	45	-	45	-	-	-	-	45	-
Singleton St (Wellington St to Dight St)	50	-	50	-	-	-	-	50	-
Smith St (Charles St to Webb St)	95	-	95	-	-	-	-	95	-
Smith St (Condell St to Charles St)	50	-	50	-	-	-	-	50	-
Smith St (Moor St to Condell St)	51	-	51	-	-	-	-	51	-
Smith St (Webb St to Gertrude St)	243	-	243	-	-	-	-	243	-
Somerset St (Davison St to Burnley St)	145	-	145	-	-	90	-	55	-
Spensley St (John St to Berry St)	60	-	60	-	-	-	-	60	-
Stephenson St (Balmain St to Kelso St)	40	-	40	-	-	-	-	40	-
Stephenson St (Kelso St to Dunn St)	100	-	100	-	-	-	-	100	-
Traffic Treatment Works	200	-	200	-	-	-	-	200	-

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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
Trenerry Cres (Turner St to Johnston St)	35	-	35	-	-	-	-	35	-
Turner St (Trenerry Cres to End Of Street)	30	-	30	-	-	-	-	30	-
Victoria St (Brunswick St to Young St)	70	-	70	-	-	-	-	70	-
Victoria St (Nicholson St to Fitzroy St)	40	-	40	-	-	-	-	40	-
Westgarth St (Fitzroy St to Brunswick St)	138	-	138	-	-	-	-	138	-
Westgarth St (Nicholson St to Fitzroy St)	205	-	205	-	-	-	-	205	-
William St (Victoria St to Mollison St)	80	-	80	-	-	-	-	80	-
Wright St (Fenwick St to Dwyer St)	120	-	120	-	-	-	-	120	-
Yorkshire St (Brighton St to Mary St)	140	-	140	-	-	-	-	140	-
DDA Projects	150	-	150	-	-	-	-	150	-
Designs For Future Works	180	-	180	-	-	-	-	180	-
Drainage Other Works	300	-	300	-	-	-	-	300	-
Pavement Bicycle Lanes	30	-	30	-	-	-	-	30	-
Risk Mitigation Works	370	-	370	-	-	-	-	370	-
Condition Audits	150	-	150	-	-	-	-	150	-
Miscellaneous Development Works	150	-	150	-	-	-	-	150	-
TOTAL ROAD INFRASTRUCTURE	8,396	-	8,396	-	-	834	-	7,562	-
LANES									
Right of Way - 1008	25	-	25	-	-	-	-	25	-
Right of Way - 1167	45	-	45	-	-	-	-	45	-
Right of Way - 1168	27	-	27	-	-	-	-	27	-
Right of Way - 1181	30	-	30	-	-	-	-	30	-
Right of Way - 123.1	50	-	50	-	-	-	-	50	-

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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
Right of Way - 123.2	80	-	80	-	-	-	-	80	-
Right of Way - 123.3	50	-	50	-	-	-	-	50	-
Right of Way - 1386	140	-	140	-	-	-	-	140	-
Right of Way - 1889	15	-	15	-	-	-	-	15	-
Right of Way - 2156	120	-	120	-	-	-	-	120	-
Right of Way - 2214	100	-	100	-	-	-	-	100	-
Right of Way - 298	25	-	25	-	-	-	-	25	-
Right of Way - 3071	25	-	25	-	-	-	-	25	-
Right of Way - 325	60	-	60	-	-	-	-	60	-
Right of Way - 77.1	50	-	50	-	-	-	-	50	-
TOTAL LANES	842	-	842	-	-	-	-	842	-
TRANSPORT									
30km/hr trial Rose Precinct Fitzroy	25	25	-	-	-	-	-	25	-
Bicycle Network	60	-	-	60	-	-	-	60	-
Pedestrian Provisions	79	-	-	79	-	-	-	79	-
Provision of Bicycle Parking within Yarra	28	28	-	-	-	-	-	28	-
Spot Safety	150	-	-	150	-	-	-	150	-
Upgrading Signalised Crossings to comply with Disability Discrimination Act Guidelines	30	30	-	-	-	-	-	30	-
Wellington Street Copenhagen Bicycle Lanes (Gipps to Johnston Street) - Stage 2	500	500	-	-	-	-	-	500	-
TOTAL TRANSPORT	872	583	-	289	-	-	-	872	-

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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
WASTE MANAGEMENT									
Waste Management	60	-	60	-	-	-	-	60	-
TOTAL WASTE MANAGEMENT	60	-	60	-	-	-	-	60	-
PARKS, OPEN SPACE AND STREETSCAPES									
Alphington Park	18	-	18	-	-	-	-	18	-
Citizens Park Oval	30	-	30	-	-	-	-	30	-
Clarke Street Reserve	65	-	65	-	-	-	-	65	-
Coulson Reserve	14	-	14	-	-	-	-	14	-
Curtain Square	50	-	50	-	-	-	-	50	-
Darling Gardens	616	-	616	-	-	-	530	86	-
Edinburgh Gardens	400	-	400	-	-	-	-	400	-
George Knott Reserve	735	-	735	-	-	-	735	-	-
Merri Ck Parklands - Bundara St Reserve	266	-	266	-	-	-	-	266	-
Merri Ck Parklands - Hall Reserve	13	-	13	-	-	-	-	13	-
Minor Works Assets	203	-	203	-	-	-	-	203	-
Open Space Children Services	30	-	30	-	-	-	-	30	-
Open Spaces Condition Audits	25	-	25	-	-	-	-	25	-
Open Spaces Signage Renewal Program	65	-	65	-	-	-	-	65	-
Victoria Park And Surrounds	33	-	33	-	-	-	-	33	-
Wangaratta St / Stewart St Reserve	100	-	100	-	-	-	-	100	-
Yambla St Soccer	266	-	266	-	-	-	-	266	-
Yarra River Parklands-Flockhart Reserve	100	-	100	-	-	-	-	100	-

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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
Construction of new local park in Abbotsford, through partial road closure at Charles and Mollison Street	450	450	-	-	-	-	-	450	-
Installation of Civic Flagpoles	20	20	-	-	-	-	-	20	-
Stolen Generations Marker	102	102	-	-	-	-	-	102	-
Open Space Reserve	3,235	3,235	-	-	-	200	3,035	-	-
TOTAL PARKS, OPEN SPACE AND STREETSCAPES	6,836	3,807	3,029	-	-	200	4,300	2,336	-
STREET FURNITURE									
Furniture	30	-	30	-	-	-	-	30	-
Signs	25	-	25	-	-	-	-	25	-
Street Lights	25	-	25	-	-	-	-	25	-
Ticket/parking machines	250	-	250	-	-	-	-	250	-
TOTAL STREET FURNITURE	330	-	330	-	-	-	-	330	-
RETAIL STRIPS									
Smith St (Condell St to Charles St)	45	-	45	-	-	-	-	45	-
Smith St (Moor St to Condell St)	55	-	55	-	-	-	-	55	-
Activity Centres Design Program	230	-	230	-	-	-	-	230	-
Victoria St (Lennox St to Church St)	200	-	200	-	-	-	-	200	-
Victoria street Activity Centre	200	-	-	200	-	-	-	200	-
TOTAL RETAIL STRIPS	730	-	530	200	-	-	-	730	-
PRIORTIY PROJECTS									
Cubbies Operational support - Funding support	100	100	-	-	-	-	-	100	-
Developer Contribution Plan (implementation and administration)	80	80	-	-	-	-	-	80	-

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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
Implementation of Urban Forest strategy - Planning	40	40	-	-	-	-	-	40	-
Resilient Melbourne - funding request	15	15	-	-	-	-	-	15	-
Trial innovation solutions for food waste recycling in Yarra	171	171	-	-	-	-	-	171	-
Victoria street Masterplan - Shopfront improvement grants pilot	40	40	-	-	-	-	-	40	-
Yarra Open Space strategy	60	60	-	-	-	-	-	60	-
TOTAL PRIORITY PROJECTS	506	506	-	-	-	-	-	506	-
TOTAL NEW CAPITAL WORKS 2017-18	30,040	4,896	24,605	539	-	1,195	4,300	24,545	-

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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 \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PLANT & EQUIPMENT									
Ticket Machines	200	-	200	-	-	-	-	200	-
Total Plant & Equipment	200	-	200	-	-	-	-	200	-
OPEN SPACE INFRASTRUCTURE									
Rushall Reserve	545	545	-	-	-	-	-	545	-
Darling Gardens Playground	210	-	210	-	-	-	-	210	-
Merri Creek Trail -Coulson Reserve Path	250	250	-	-	-	-	-	250	-
Total Open Space Infrastructure	1,005	795	210	-	-	-	-	1,005	-
INFORMATION SYSTEMS									
Enterprise Record Management System	60	-	60	-	-	-	-	60	-
Asset Software System	220	-	220	-	-	-	-	220	-
Unified Communications	200	-	200	-	-	-	-	200	-
GIS	340	-	340	-	-	-	-	340	-
Total Information Systems	820	-	820	-	-	-	-	820	-
PROVISIONAL CARRY FORWARDS									
Provision for additional carry forward capital works	975	975	-	-	-	-	-	975	-
Total Provisional Carry Forwards	975	975	-	-	-	-	-	975	-
TOTAL CARRIED FWD WORKS 2016-17	3,000	1,770	1,230	-	-	-	-	3,000	-

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6.3 Summary (including Carry Forward Projects)

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
Buildings	6,824	-	6,774	50	-	-	-	6,824	-
Plant and Equipment	2,457	-	2,457	-	-	161	-	2,296	-
Computers and Telecommunications	3,207	-	3,207	-	-	-	-	3,207	-
Road Infrastructure	8,396	-	8,396	-	-	834	-	7,562	-
Lanes	842	-	842	-	-	-	-	842	-
Transport	872	583	-	289	-	-	-	872	-
Waste Management	60	-	60	-	-	-	-	60	-
Parks, Open Space and Streetscapes	7,841	4,602	3,239	-	-	200	4,300	3,341	-
Street Furniture	330	-	330	-	-	-	-	330	-
Retail Strips	730	-	530	200	-	-	-	730	-
Priority Projects	506	506	-	-	-	-	-	506	-
Provisional Carry Forwards	975	975	-	-	-	-	-	975	-
TOTAL CAPITAL WORKS	33,040	6,666	25,835	539	-	1,195	4,300	27,545	-

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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.

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7. Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 59.7% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 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. The City of Yarra does not have a municipal charge.

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 Yarra 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. This will raise total rates and charges for 2017-18 of \$113.66 million, including \$1.1 million generated from supplementary rates and \$8.50 million from the proposed waste services charge.

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

Type or class of land	2016-17 cents/\$CIV	2017-18 cents/\$CIV	Change
General rates	0.040109	0.040911	2.0%

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 (excluding the annualised supplementary rates from 2016-17)

Type or class of land	2016-17 \$'000	2017-18 \$'000	Change
Residential	72,790	75,277	3.4%
Commercial	21,473	22,206	3.4%
Industrial	6,357	6,574	3.4%
Total amount to be raised by general rates	100,620	104,057	3.4%

7.3 The estimated total amount to be raised by general rates (including annualised supplementary rates from 2016-17)

Type or class of land	2016-17 \$'000	2017-18 \$'000	Change
Residential	74,557	75,277	1.0%
Commercial	20,938	22,206	6.0%
Industrial	6,523	6,574	0.8%
Total amount to be raised by general rates	102,018	104,057	2.0%

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- 7.4 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	2016-17 Number	2017-18 Number	Change
Residential	43,807	45,528	3.9%
Commercial	6,232	6,377	2.3%
Industrial	1,399	1,456	4.0%
Total number of assessments	51,438	53,361	3.7%

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

- 7.6 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	2016-17 \$'000	2017-18 \$'000	Change
Residential	1,814,810	1,858,856	2.4%
Commercial	535,359	522,007	-2.5%
Industrial	158,500	162,638	2.6%
Total value of land	2,508,669	2,543,501	1.4%

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

Type of Charge	Per Rateable Property 2016-17 \$	Per Rateable Property 2017-18 \$	Change
Non Rateable Garbage Charge	348.00	-	Cancelled
Bridge Road Charge 100	132.00	137.00	4%
Bridge Road Charge 150	203.00	211.00	4%
Bridge Road Charge 200	337.00	350.00	4%
Waste Charge (Residential – 80ltr)	-	165.00	Proposed New Charge
Waste Charge (Residential – 120ltr)	-	247.50	Proposed New Charge
Waste Charge (Residential – 240ltr)	-	800.00	Proposed New Charge
Waste Charge (Commercial – 80ltr)*	-	165.00	Proposed New Charge
Waste Charge (Commercial – 120ltr)*	-	247.50	Proposed New Charge
Waste Charge (Commercial – 240ltr)*	-	800.00	Proposed New Charge

* Plus GST if applicable

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7.8 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	2016-17 \$	2017-18 \$	Change
Non Rateable Garbage Charge	56,724	0	Cancelled
Bridge Road Charge 100	8,712	9,179	5%
Bridge Road Charge 150	11,977	12,449	4%
Bridge Road Charge 200	155,020	160,300	3%
Waste Charge (Residential – 80ltr)	-	7,220,000	Proposed New Charge
Waste Charge (Residential – 120ltr)	-	-	Proposed New Charge
Waste Charge (Residential – 240ltr)	-	-	Proposed New Charge
Waste Charge (Commercial – 80ltr)	-	-	Proposed New Charge
Waste Charge (Commercial – 120ltr)	-	-	Proposed New Charge
Waste Charge (Commercial – 240ltr)	-	1,280,000	Proposed New Charge
Total	232,433	8,681,928	

7.9 The estimated total amount to be raised by all rates and charges (including annualised supplementary rates) compared with the previous financial year

	2016-17 \$'000	2017-18 \$'000	Change
General rates	102,018	104,058	2%
Supplementary rates and charges	1,397	1,100	-21%
Bridge Road Charge 100	9	9	5%
Bridge Road Charge 150	12	12	4%
Bridge Road Charge 200	155	160	3.4%
Non Rateable Garbage Charge	57	0	Cancelled
Waste Charge	0	8,500	Proposed New Charge
Total Rates and charges	101,990	113,839	

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 annualisation of supplementary valuations (2017-18: estimated \$1,600,000 and 2016-17: \$1,343,000);
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa;
- Changes of use of land such that residential land becomes business land and vice versa.

7.11 Fair Go Rates System Compliance

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

Base Average Rates (2016/2017)	\$ 1,911.83
Maximum Rate Increase (set by the State Government)	2.00%
Capped Average Rate (2017/2018)	\$ 1,950.07
Maximum General Rates and Municipal Charges Revenue	\$ 104,058,000
Budgeted General Rates and Municipal Charges Revenue	\$ 104,058,000

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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 strategy
- 16 Summary of other strategies

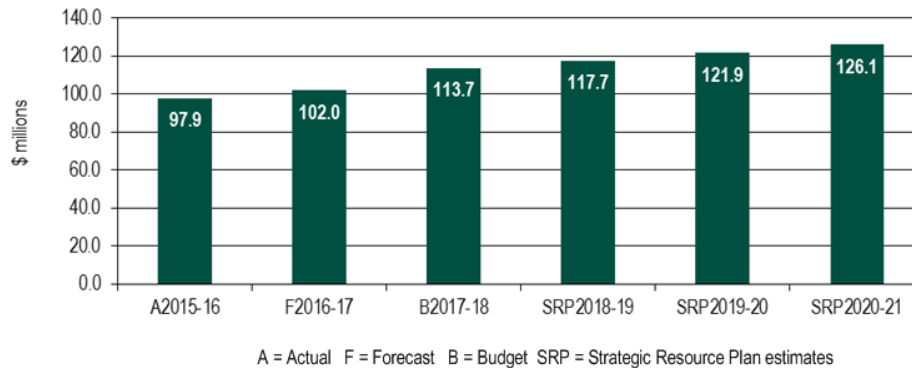
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8. Summary of financial position

Council has prepared a draft 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



It is proposed that the average rate increase by 2.0% for the 2017-18 year, raising total rates of \$113.66 million, including \$1.1 million generated from supplementary rates and \$8.5 million with the proposed introduction of a separate waste charge. The increase in revenue will go toward maintaining service levels and ensuring Council is financially sustainable into the future, in addition to funding:

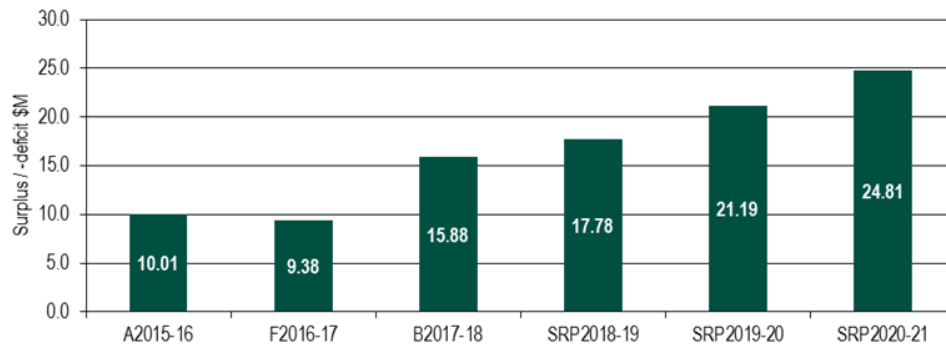
- Additional costs imposed by other layers of Government (such as Landfill Levy; Fire Services Property Administration; fees and charges for various services such as VicRoads data for parking enforcement activities);
- Higher costs of materials and services;
- Maintenance costs associated with existing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

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

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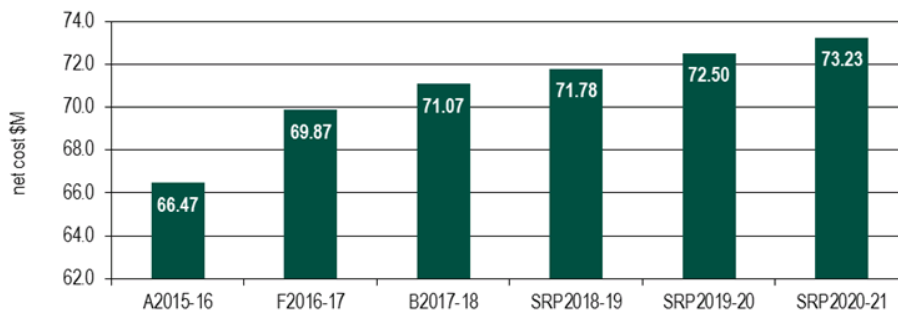
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8.2 Operating result



The expected operating result for the 2017-18 year is a surplus of \$15.88 million (excluding the net asset revaluation increment), which is an increase of \$6.5 million from 2016-17. The improved operating result is due mainly to the proposed introduction of the waste service charge in 2017-18. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$10.39 million, which is an increase of \$8.34 million from 2016-17. (The forecast operating result for the 2016-17 year is a surplus of \$9.38 million).

8.3 Services



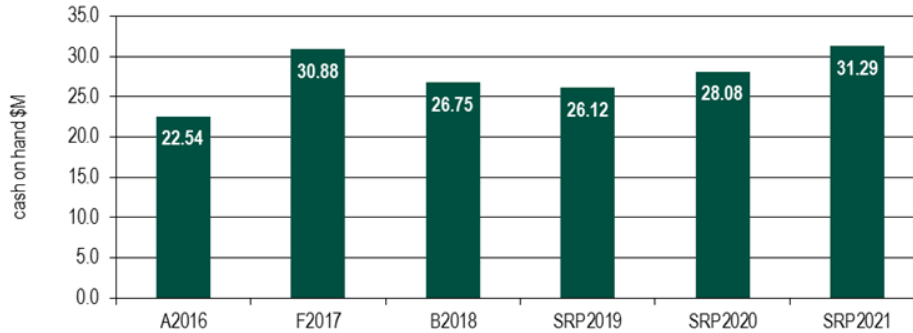
The net cost of services delivered to the community for the 2017-18 year is expected to be \$71.07 million which is an increase of \$1.2 million from 2016-17. For the 2017-18 year, service levels have been maintained and a number of new initiatives proposed. (The forecast net cost for the 2016-17 year is \$69.87 million).

Refer Section 2 for a list of services.

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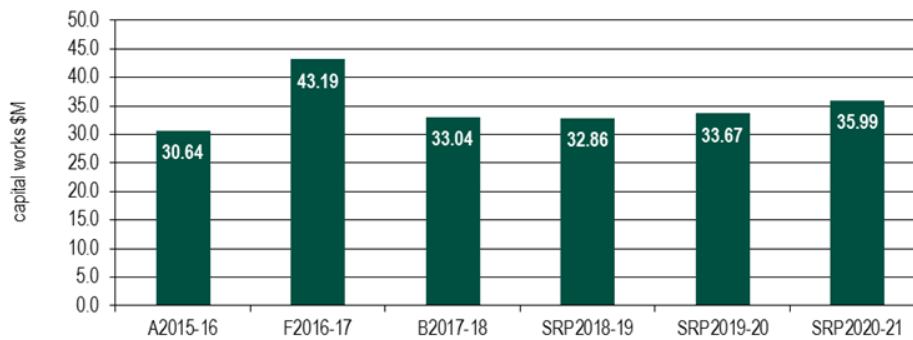
8.4 Cash and investments



Cash and investments are expected to decrease by \$4.1 million during the year to \$26.75 million as at 30 June 2018. This is due mainly to the proposed additional waste revenue being utilised to repay debt. (Cash and investments are forecast to be \$30.88 million as at 30 June 2017).

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

8.5 Capital works



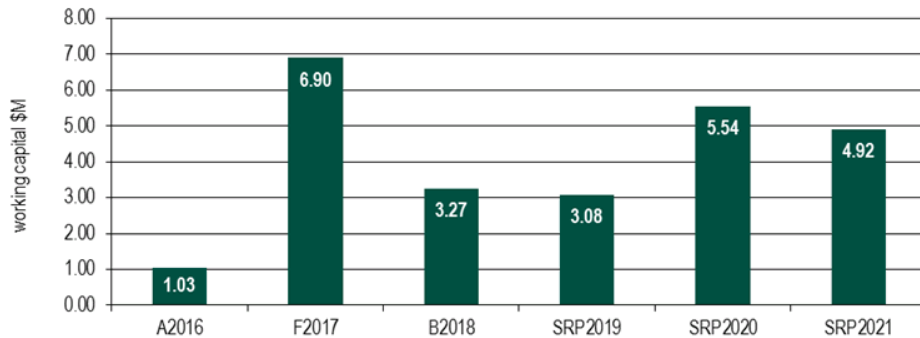
The capital works program for the 2017-18 year is expected to be \$33.04 million of which \$3 million relates to projects which will be carried forward from the 2016-17 year. Of the \$30.04 million of capital funding required, \$1.2 million will come from external grants, and \$4.3 million from monetary contributions, with the balance of \$27.55 million from Council cash. (Capital works is forecast to be \$43.19 million for the 2016-17 year).

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

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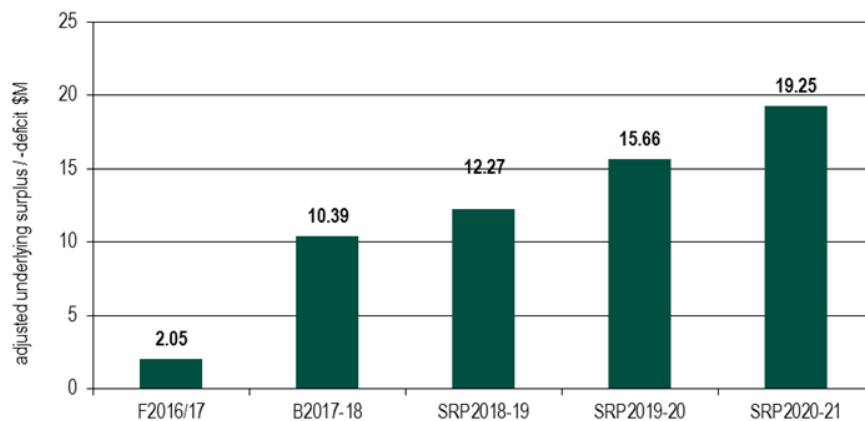
8.6 Liquidity



Council's liquidity position relies on the introduction of the proposed waste service charge. The high forecast position is due to loan funds of \$13.5 million being borrowed late in the financial year.

Refer also Section 3 for the Balance Sheet and Section 13 for an analysis of the Budgeted financial position.

8.7 Adjusted Underlying Result



A high level Strategic Resource Plan for the years 2017-18 to 2020-21 has been developed to assist Council in adopting a draft 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 an increasing surplus over the four year period.

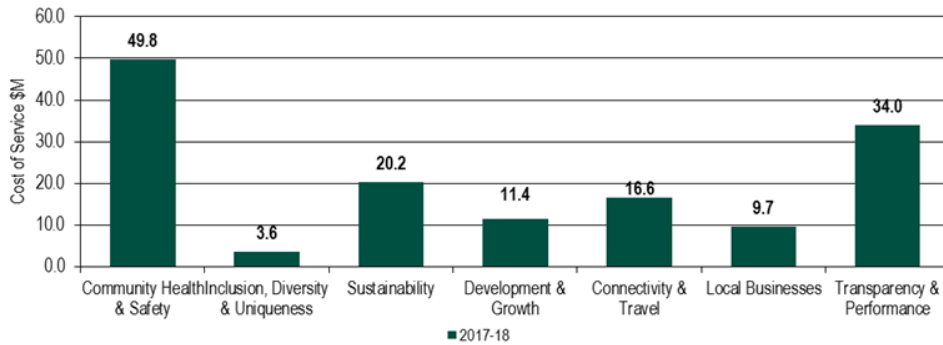
Again, this result is reliant on the proposed waste service charge being introduced.

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

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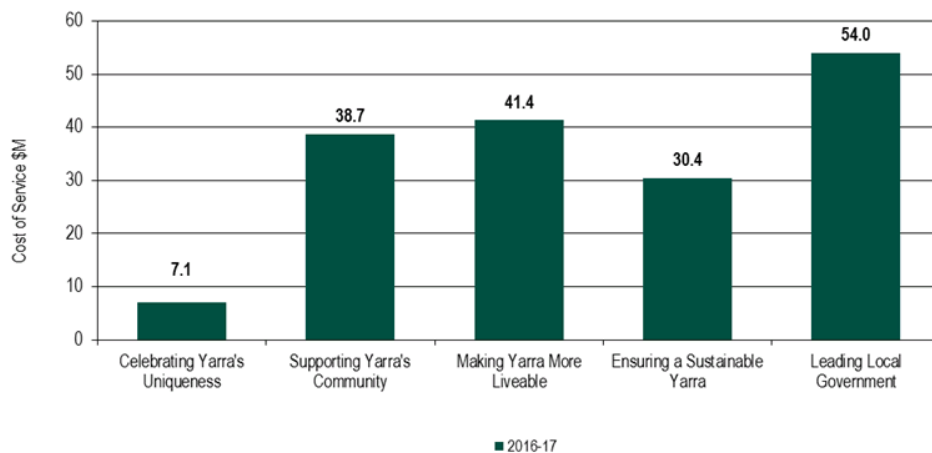
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8.8 Strategic objectives



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 were subject to review during 2016-17 in conjunction with the new Annual Plan.

The level of funding allocated to the 2016-17 services is shown below.

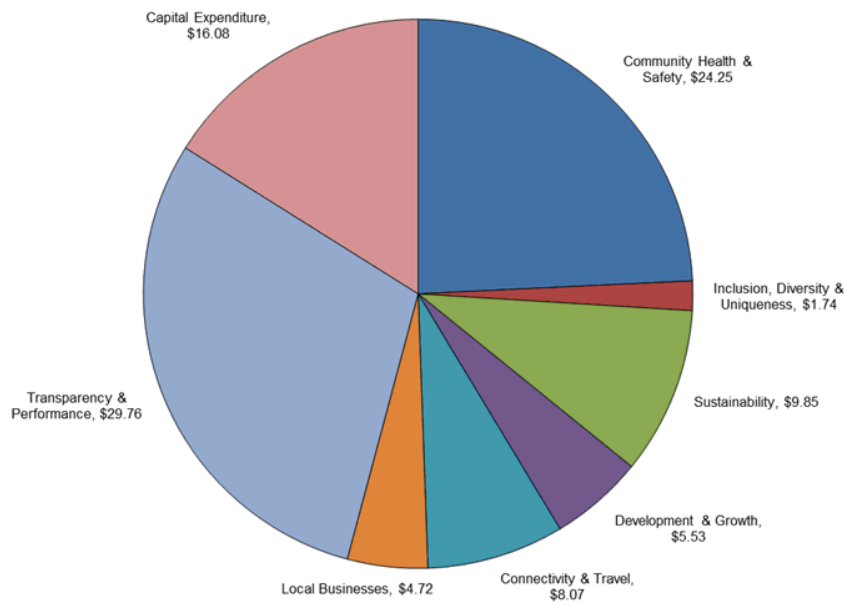


The services that contribute to these objectives are set out in Section 2.

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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.

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9. Budget influences

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

Snapshot of Yarra

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

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

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

Population

Yarra has a population of 89,151 (at 30 June 2015) and a diverse community profile. Over the previous decade, the City's population had been growing at an average rate of 2.2%. Yarra's forecast population growth is about 1.58% each year over the next 18 years, predicted to reach an estimated population of 117,036 by 2036.

Cultural diversity

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

Housing

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

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

Education and occupation

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

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

Council Assets

Council manages approximately \$1,687 million worth of assets. Road and infrastructure includes 260 kilometres of road pavement, 491 kilometres of footpaths, 491 kilometres of kerb and channel, 170 kilometres of storm water pipes and 85 kilometres of laneways.

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

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Budget implications

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

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

External influences

In preparing the 2017-18 Budget, a number of external influences have been taken into consideration, because they are likely to impact significantly on the services delivered by Council in the Budget period. These include:

- Consumer Price Index (CPI) increases on goods and services of 2% per annum;
- Administration of the Fire Services Property Levy which will continue to be collected by Council on behalf of the State Government;
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervision, Library services and Home and Community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community;
- Introduction of the *Fair Go Rates* system which caps rate increases at 2% for 2017-18.
- Other state government imposed levies, including the Landfill Levy, which impost on Council.

Internal influences

As well as external influences, there are also a number of internal influences that are expected to have a significant impact on the preparation of the 2017-18 Budget. These matters are set out below:

- Council must renegotiate a new Enterprise Bargaining Agreement during 2016-17 which is due for commencement on 1 July 2017;
- Council's obligations in regard to servicing debt funding under the current arrangement (Local Government Funding Vehicle) and modelling repayment levels over a longer term to support cash flow requirements in earlier years ensuring appropriate liquidity levels,
- Maintaining and improving existing services to meet competing demands;
- Appropriate staffing levels to support services;
- Above CPI increases in the cost of raw materials and some contract expenditures; and
- The costs of upgrading and maintaining Council infrastructure to meet community expectations.

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Budget principles

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

- Existing fees and charges to be increased in line with CPI, market level or service cost increases, concession fees to be maintained;
- Grants to be based on confirmed funding levels;
- New revenue sources to be identified where possible;
- Service levels to be maintained at 2016-17 levels with an emphasis on innovation, efficiency and continuous improvement;
- Salaries and wages to be increased in line with the rate cap;
- Construction and material costs to increase in line with, or in some instances higher than, CPI;
- New initiatives or new employee proposals which are not cost neutral to be justified through a business case;
- Life-cycle costs arising from completed 2016-17 capital projects to be included.

Long term strategies

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

- A Strategic Resource Plan for 2017-18 to 2020-21 (section 14);
- Rating Information (section 15); and

Other Strategies (section 16) including borrowings and asset management.

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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

		Forecast		
		Actual	Budget	Variance
	Ref	2016-17	2017-18	
		\$'000	\$'000	\$'000
Total income	10.2	178,427	190,421	11,994
Total expenses	10.3	(169,045)	(174,537)	(5,492)
Surplus (deficit) for the year		9,382	15,884	6,502
Grants – capital non-recurrent	10.2.6	(3,036)	(1,195)	1,841
Capital contributions - other sources	10.2.4	(4,300)	(4,300)	-
Adjusted underlying surplus (deficit)	10.1.1	2,046	10,389	8,343

10.1.1 Adjusted underlying surplus (\$8.34 million increase)

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 \$10.39 million which is an increase of \$8.34 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.

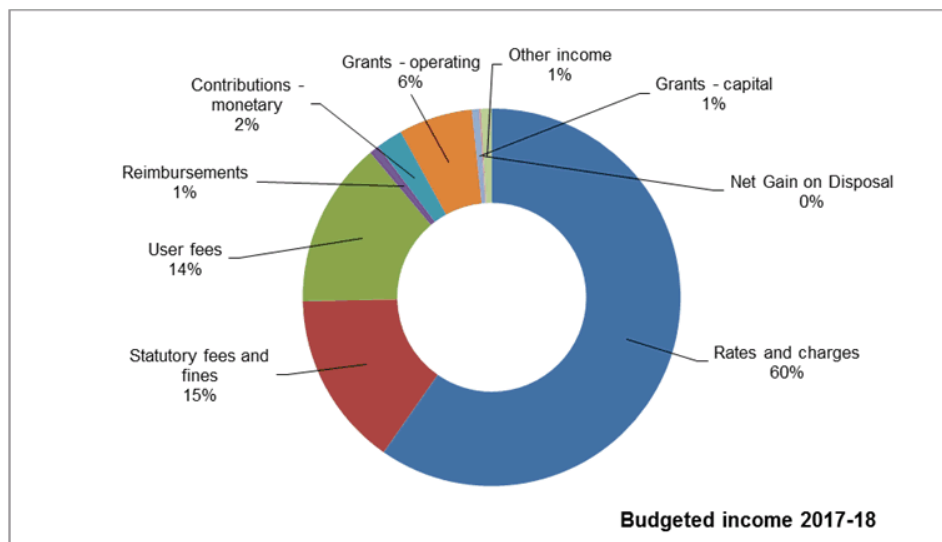
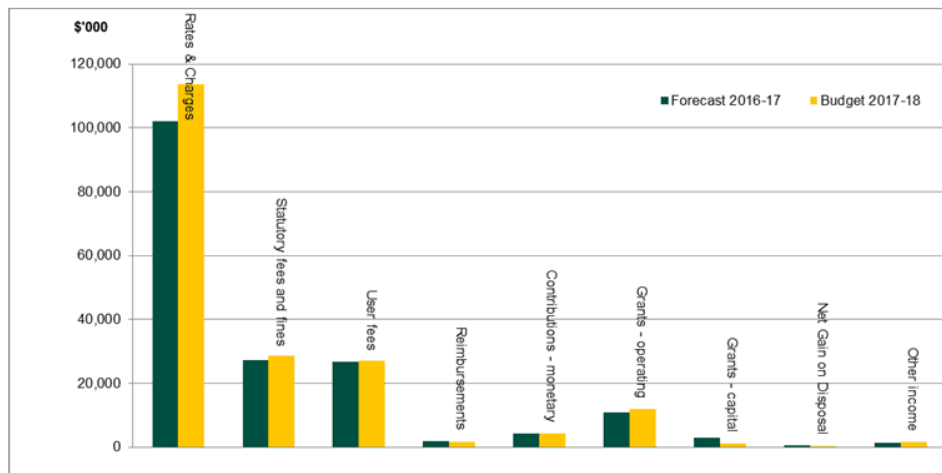
The surplus has increased due to the proposed waste service charge, which is anticipated to generate an additional \$8.5 million of revenue.

10.2 Income

		Forecast		
		Actual	Budget	Variance
Income Types	Ref	2016-17	2017-18	Fav/(UnFav)
		\$'000	\$'000	\$'000
Rates and charges	10.2.1	101,989	113,658	11,669
Statutory fees and fines	10.2.2	27,393	28,534	1,141
User fees	10.2.3	26,830	27,064	234
Reimbursements	10.2.4	1,844	1,640	(204)
Contributions - monetary	10.2.5	4,300	4,300	-
Grants - operating	5.1.1	10,930	12,023	1,093
Grants - capital	5.1.2	3,036	1,195	(1,841)
Net gain on disposal of property, infrastructure, plant & equipment	10.2.6	705	300	(405)
Other income	10.2.7	1,400	1,707	307
Total income		178,427	190,421	11,994

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**10.2.1 Rates and charges (\$11.67 million increase)**

It is proposed that income raised by all rates and charges be increased by \$11.67 million to \$113.66 million. This includes an increase in general rates of 2.0% and forecast supplementary rates of \$1.1 million. A proposed new waste charge has also been included to reflect the full cost recovery of the service. This would generate an additional \$8.5 million of revenue for Council to ensure Council's long term financial sustainability.

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 (\$1.14 million increase)

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 increase by \$1.14 million compared with 2016-17.

A detailed listing of statutory fees is included in Appendix B.

Attachment 1 - DRAFT 2017-18 City of Yarra Budget**Yarra City Council – Draft Budget 2017-18****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 of determining the level of user charges has been to ensure that increases are reflective of the increase in service costs.

User charges are projected to increase by \$0.23 million over 2016-17. The main area contributing to the increase is leisure services (\$0.25 million) due to expected increased patronage of Council facilities. In addition, Council plans to ensure that user charges for all areas are in line with expected 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 B.

10.2.4 Reimbursements (\$0.20 million decrease)

Reimbursements relate to payments made to Council for items such as reinstatement works, cleaning, legal costs and other items and is forecast to be \$1.64 million for 2017-18. This is a decrease of \$0.20 million compared with 2016-17.

10.2.5 Contributions - monetary (no change)

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 remain the same as the 2016-17 financial year.

10.2.6 Net gain on disposal of property, infrastructure, plant and equipment (\$0.41 million decrease)

The net gain from the disposal of Council assets is forecast to be \$0.30 million for 2017-18 and relate mainly to the planned cyclical replacement of part of the plant and vehicle fleet

10.2.7 Other income (\$0.31 million increase)

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.

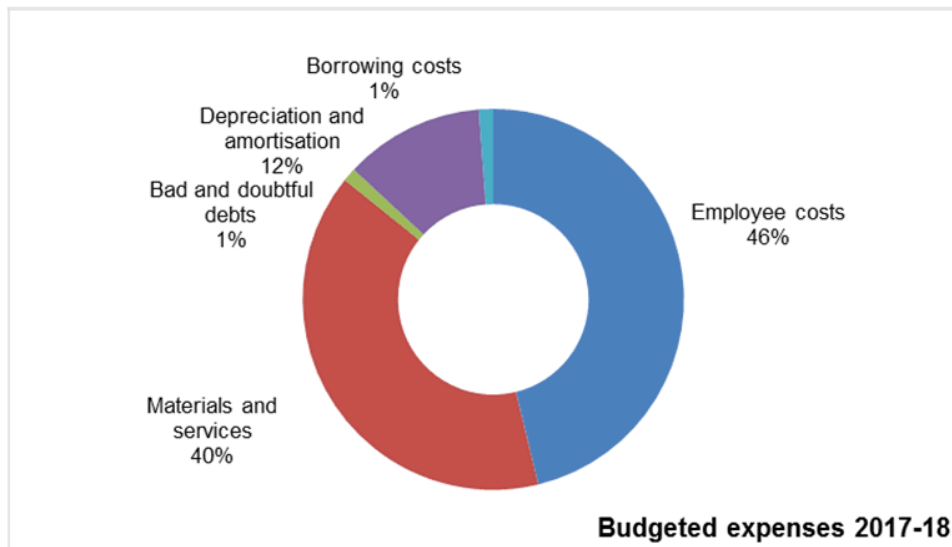
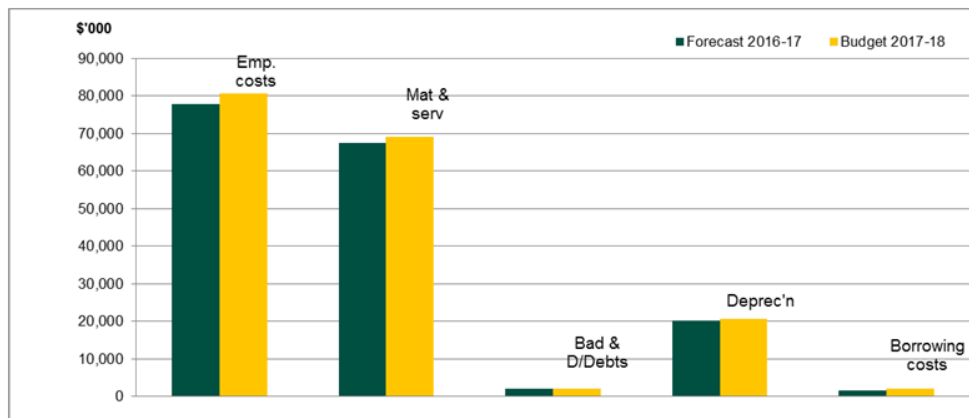
Other income is forecast to increase by \$0.31 million compared with 2016-17. This is mainly due to additional interest that is expected on investments.

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10.3 Expenses

Expense Types	Ref	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance Fav/(Unfav) \$'000
Employee costs	10.3.1	77,873	80,639	2,766
Materials and services	10.3.2	67,391	69,085	1,694
Bad and doubtful debts	10.3.3	2,040	2,010	(30)
Depreciation and amortisation	10.3.4	20,230	20,664	434
Borrowing costs	10.3.5	1,511	2,139	628
Total expenses		169,045	174,537	5,492



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10.3.1 Employee costs (\$2.77 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 3.6% or \$2.77 million compared with 2016-17. This increase relates to three key factors:

- Renegotiation of Council's Enterprise Bargaining Agreement (EBA);
- Anticipated non EBA wages growth due mainly to small increases in staff in response to increased community demand for Council services.

A summary of human resource expenditure categorised according to the organisational structure of Council is outlined in the Statement of Human Resources in Section 3.

10.3.2 Materials and services (\$1.69 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 \$1.69 million compared with 2016-17.

The increase is mainly due to contract increases in line with CPI as well as other small increases for service provision.

10.3.3 Bad and doubtful debts (\$0.03 million decrease)

Bad and doubtful debts is projected decrease slightly by \$0.03 million compared with 2016-17. This is due to increased debt recovery within Council.

10.3.4 Depreciation and amortisation (\$0.43 million increase)

Depreciation is an accounting measure which attempts to allocate the consumption of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.43 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 2016-17 capital works program. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2017-18 year.

10.3.5 Borrowing costs (\$0.63 million increase)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs results from the existing borrowings of \$46 million.

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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.

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11.1 Budgeted cash flow statement

		Forecast		
	Ref	Actual	Budget	Variance
		2016-17	2017-18	
		\$'000	\$'000	\$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		101,479	112,708	11,229
User fees and fines		52,182	53,494	1,312
Grants - operating		10,930	12,023	1,093
Grants - capital		3,036	1,195	(1,841)
Interest		469	500	31
Other receipts		7,075	7,147	72
		175,171	187,067	11,896
<i>Payments</i>				
Employee costs		(75,926)	(80,142)	(4,216)
Other payments		(67,391)	(69,085)	(1,694)
		(143,317)	(149,227)	(5,910)
Net cash provided by operating activities		31,854	37,840	5,986
Cash flows from investing activities	11.1.2			
Payments for property, infrastructure, plant & equip.		(36,715)	(33,040)	3,675
Proceeds from sale of property, infrastructure, plant & equipment		1,205	800	(405)
Net cash used in investing activities		(35,510)	(32,240)	3,270
Cash flows from financing activities	11.1.3			
Finance costs		(1,511)	(2,139)	(628)
Proceeds from borrowings		13,500	-	(13,500)
Repayment of borrowings		-	(7,591)	(7,591)
Net cash provided by/(used in) financing activities		11,989	(9,730)	(21,719)
Net increase/(decrease) in cash and cash equivalents		8,333	(4,130)	(12,463)
Cash and cash equivalents at the beginning of the year		22,544	30,877	8,333
Cash and cash equivalents at end of the year	11.1.4	30,877	26,747	(4,130)

11.1.1 Operating activities (\$5.99 million increase)

The increase in cash inflows from operating activities is due mainly to the increase in rates and charges including the proposed waste charges to be received when compared with 2016-17.

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.

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The Budgeted operating result is reconciled to Budgeted cash flows available from operating activities as set out in the following table.

	Forecast		Variance
	Actual	Budget	
	2016-2017	2017-2018	
	\$'000	\$'000	\$'000
Surplus (deficit) for the year	9,382	15,884	6,502
Depreciation	20,230	20,664	434
Loss (gain) on disposal of property, infrastructure, plant & equipment	(705)	(300)	405
Finance costs	1,511	2,139	628
Net movement in current assets and liabilities	1,436	(547)	(1,983)
Cash flows available from operating activities	31,854	37,840	5,986

11.1.2 Investing activities (\$3.27 million decrease)

The decrease in payments for investing activities represents the planned decrease in capital works expenditure disclosed in Section 10 of this Budget report. Proceeds from sale of assets are also forecast to decrease by \$0.41 million for reduced sale of vehicles throughout 2017-18 from 2016-17.

11.1.3 Financing activities (\$21.72 million decrease)

The large decrease is due to the receipt of loan funds in 2016-17 and not additional loan funds in 2017-18, as well as the repayment of borrowings in 2017-18. This was reflected in Council's Strategic Plan.

11.1.4 Cash and cash equivalents at end of the year (\$4.13 million decrease)

Overall, total cash and investments is forecast to decrease by \$4.13 million to \$26.75 million as at 30 June 2018, reflecting Council's strategy of principal debt reduction.

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 and investments of \$26.75 million, which has been restricted as shown in the following table.

	Ref	Forecast		Variance
		Actual	Budget	
		2016-17	2017-18	
		\$'000	\$'000	\$'000
Total cash and investments		30,877	26,747	(4,130)
Restricted cash and investments				
- Cash held to fund carry forward capital works	11.2.1	(6,325)	(3,000)	3,325
- Trust funds and deposits		(2,000)	(2,000)	-
Unrestricted cash and investments	11.2.2	22,552	21,747	(805)
- Discretionary reserves	11.2.3	(20,179)	(20,179)	-
Unrestricted cash adjusted for discretionary reserves	11.2.4	2,373	1,568	(805)

11.2.1 Cash held to fund carry forward capital works (\$3 million)

There is \$3 million cash held to fund carry forward works at 30 June 2016, as the 2017-18 capital works Budget includes \$3 million for carry-forward capital works projects. Section 6.2 contains further details on capital works funding.

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11.2.2 Unrestricted cash and investments (\$21.75 million)

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from the previous financial year.

11.2.3 Discretionary reserves (\$20.18 million)

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, has a requirement to fund projects from these reserves. At the present time, these reserves are not cash backed.

11.2.4 Unrestricted cash adjusted for discretionary reserves (\$1.57 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any Budget commitments which will be expended in the following year such as grants and contributions.

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12. Analysis of Capital Budget

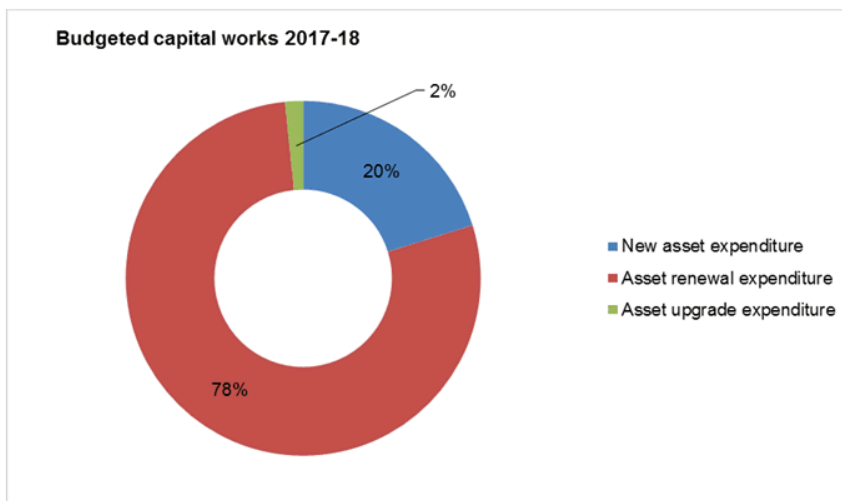
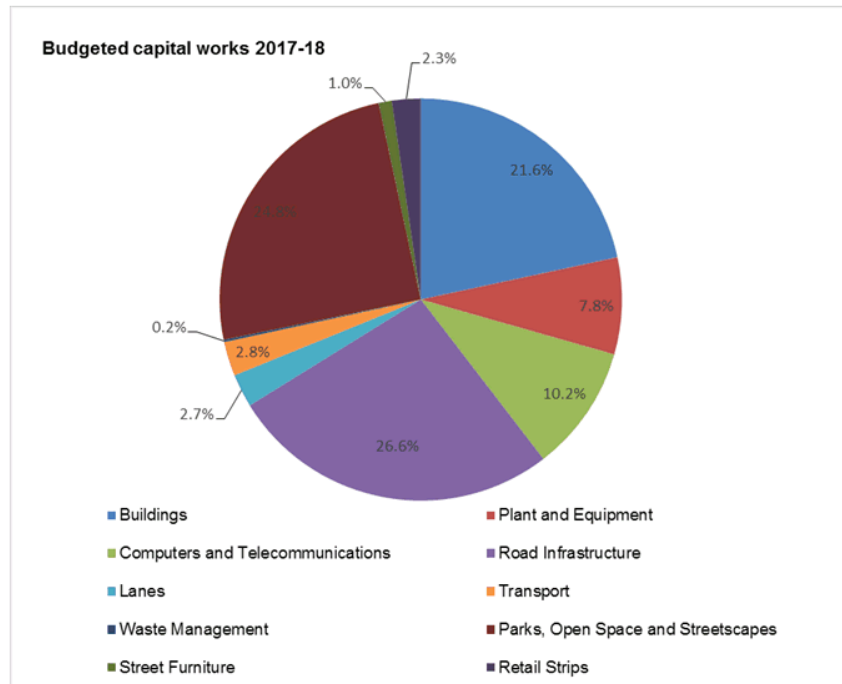
This section analyses the proposed capital works expenditure Budget for the 2017-18 year and the sources of funding for the capital Budget. Further detail on the capital works program can be found in Section 6.

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				
Buildings		4,780	-	(4,780)
Total buildings		4,780	-	(4,780)
Total property		4,780	-	(4,780)
Plant and equipment				
Plant, machinery and equipment		-	200	200
Computers and telecommunications		290	820	530
Total plant and equipment		290	1,020	730
Infrastructure				
Parks, open space and streetscapes		1,255	1,005	(250)
Total infrastructure		1,255	1,005	(250)
Provisional Carry Forwards				
Provisional Carry Forwards		-	975	975
Total provisional carry forwards		-	975	975
Total works carried forward		6,325	3,000	(3,325)
2017-18 Program				
Property	12.1.2			
Buildings		13,026	6,824	(6,202)
Total buildings		13,026	6,824	(6,202)
Total property		13,026	6,824	(6,202)
Plant and equipment	12.1.3			
Plant, machinery and equipment		2,178	2,257	79
Computers and telecommunications		3,388	2,387	(1,001)
Total plant and equipment		5,566	4,644	(922)
Infrastructure	12.1.4			
Roads		7,564	8,396	832
Bridges		50	-	(50)
Lanes		891	842	(49)
Transport		2,792	872	(1,920)
Waste management		60	60	-
Parks, open space and streetscapes		6,415	6,836	421
Street Furniture		75	330	255
Retail Strips		430	730	300
Priority Projects		-	506	506
Total infrastructure		18,277	18,572	295
Total 2017-18 Program		36,869	30,040	(6,829)
Total capital works expenditure		43,194	33,040	(10,154)
Represented by:				
New asset expenditure	12.1.5	15,419	6,666	(8,753)
Asset renewal expenditure	12.1.5	25,002	25,835	833
Asset upgrade expenditure	12.1.5	2,773	539	(2,234)
Total capital works expenditure		43,194	33,040	(10,154)

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

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12.1.1 Carried forward works (\$3 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 \$3 million of capital works will be incomplete and be carried forward into the 2017-18 year. The more significant projects include Rushall Reserve, the Merri Creek Trail – Coulson Reserve Park and the Asset Software System.

12.1.2 Property (\$6.82 million)

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

For the 2017-18 year, \$6.82 million will be expended on building and building improvement projects. The more significant projects include roof replacement and other works at the Fitzroy Town Hall (\$2.08 million), roof works at the Collingwood Town Hall (\$0.72 million) and compliance works for disability access and other works at the Richmond Town Hall (\$0.72 million).

12.1.3 Plant and equipment (\$4.64 million)

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

For the 2017-18 year, \$4.64 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.14 million), upgrade and replacement of information technology (\$2.39 million) and library material purchases (\$0.59 million).

12.1.4 Infrastructure (\$18.57 million)

Infrastructure includes roads, bridges, lanes, transport, recreation, leisure and community facilities, parks, open space and streetscapes, and other structures.

For the 2017-18 year, \$8.4 million will be expended on road projects. The more significant projects include road resheeting works (\$4.23 million), footpath works (\$1.38 million), kerb and channel works (\$1.37 million), and drainage (\$0.86 million).

\$0.84 million will be expended on lanes. This involves renewal works on a number of right of ways within the City.

\$0.87 million will be expended on transport. The more significant of these include spot safety works (\$0.15 million) and the installation of Copenhagen bicycle lanes in Wellington Street (\$0.5 million).

\$6.84 million will be expended on parks, open space and streetscapes, including \$3.24 million for the open space reserve, \$0.74 million for the renewal of the athletics track at the George Knott Reserve, \$0.62 million for irrigation works at Darling Gardens, \$0.45 million for construction of a new local park in Abbotsford, and \$0.4 million for a playground at Edinburgh Gardens.

Other infrastructure expenditure includes \$0.6 million on waste management and \$0.33 million on street furniture, and \$0.73 million retail strips (including Activity Centres Design program and the Victoria Street Activity Centre), and \$0.5 million of priority projects.

12.1.5 Asset renewal (\$25.83 million), new assets (\$6.67 million), and upgrade (\$0.539 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.

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12.2 Funding sources

Sources of funding	Ref	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Works carried forward				
Current year funding				
Council cash		6,325	3,000	(3,325)
Total works carried forward	12.2.1	6,325	3,000	(3,325)
New works				
Current year funding				
Grants	12.2.2	3,036	1,195	(1,841)
Contributions		4,300	4,300	-
Borrowings		13,500	-	(13,500)
Council cash	12.2.3	16,033	24,545	8,512
Total new works		36,869	30,040	(6,829)
Total funding sources		43,194	33,040	(10,154)

Source: Section 6

12.2.1 Carried forward works (\$3 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 \$3 million of capital works will be incomplete and be carried forward into the 2017-18 year. The more significant projects include Rushall Reserve, the Merri Creek Trail – Coulson Reserve Park and the Asset Software System.

12.2.2 Grants - capital (\$1.2 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are Budgeted to be received for the Roads to Recovery projects (\$0.62 million), and for local roads (\$0.41 million).

12.2.3 Council cash - operations (\$24.55 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$24.55 million will be generated from operations to fund the 2017-18 capital works program.

12.2.4 Council cash - proceeds from sale of assets (\$0.80 million)

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy of \$0.80 million.

12.2.5 Council cash - reserve cash and investments (\$4.3 million)

Council is budgeting to receive \$4.3 million in open space contributions during 2017-18. These will be used to fund \$4.3 million of open space projects during the year.

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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

		Forecast		
	Ref	Actual	Budget	Variance
		2017	2018	
		\$'000	\$'000	\$'000
Current assets	13.1.1			
Cash and cash equivalents		30,877	26,747	(4,130)
Trade and other receivables		14,734	15,778	1,044
Other assets		826	826	-
Total current assets		46,437	43,351	(3,086)
Non-current assets	13.1.1			
Trade and other receivables		255	255	-
Property, infrastructure, plant and equipment		1,686,699	1,748,914	62,215
Total non-current assets		1,686,954	1,749,169	62,215
Total assets		1,733,391	1,792,520	59,129
Current liabilities	13.1.2			
Trade and other payables		17,534	17,534	-
Trust funds and deposits		6,195	6,195	-
Provisions		14,718	15,215	(497)
Interest-bearing loans and borrowings		1,091	1,142	(51)
Total current liabilities		39,538	40,086	(548)
Non-current liabilities	13.1.2			
Provisions		1,416	1,416	-
Interest-bearing loans and borrowings		44,909	37,267	7,642
Other Liabilities		585	585	-
Total non-current liabilities		46,910	39,268	7,642
Total liabilities		86,448	79,354	7,094
Net assets		1,646,943	1,713,166	66,223
Equity	13.1.4			
Accumulated surplus		591,130	607,014	15,884
Reserves		1,055,813	1,106,152	50,339
Total equity		1,646,943	1,713,166	66,223

13.1.1 Current Assets (\$3.1 million decrease) and Non-Current Assets (\$62.2 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. These balances are projected to decrease by \$4.1 million during the year mainly to fund the capital works program during the year and to repay debt.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to increase based on assumptions used to predict debtor balances by the end of year.

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

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years. The \$62.2 million increase in this balance is attributable to the net result of the capital works program (\$30.04 million of new assets), less depreciation of assets (\$21 million) and plus the revaluation of Council assets which occurs by the end of the financial year (\$50.339 million).

13.1.2 Current Liabilities (\$0.5 million increase) and Non-Current Liabilities (\$7.6 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to reduce marginally on 2016-17 levels.

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

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to repay loan principal of \$7.6 million over the year.

13.1.3 Working Capital (\$3.6 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	Budget	Variance
	2017	2018	
	\$'000	\$'000	\$'000
Current assets	46,437	43,351	(3,086)
Current liabilities	39,538	40,086	(548)
Working capital	6,899	3,265	(3,634)
Restricted cash and investment current assets			
- Statutory reserves	-	-	-
- Cash used to fund carry forward capital works	(6,325)	(3,000)	3,325
- Trust funds and deposits	(2,000)	(2,000)	-
Unrestricted working capital	(1,426)	(1,735)	(309)

In addition to the restricted cash shown above, Council is also projecting to hold \$20.2 million in discretionary reserves at 30 June 2018. Although not restricted by a statutory purpose, Council has not yet made decisions regarding the future use of these funds as they are not currently cash backed.

13.1.4 Equity (\$66.2 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.

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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 99% of total rates and charges raised will be collected in the 2017-18 year (2016-17: 99% forecast actual)
- Debtors and creditors to remain consistent with 2016-17 levels
- Employee entitlements to be increased by the anticipated Collective Agreement outcome offset by the impact of more active management of leave entitlements of staff
- Repayment of loan principal to be \$7.6 million
- Total capital expenditure to be \$30 million

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Long Term Strategies

This section includes the following analysis and information

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

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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:

- Maintain existing service levels
- Achieve consistent operating surpluses over the next 4 years
- Maintain a capital expenditure program of at least \$30 million per annum
- Achieve a balanced Budget on a cash basis
- Reduce debt
- Build cash to cash back reserves.

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 2017-18 to 2020-21. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2016-17	2017-18	2018-19	2019-20	2020-21	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	9,382	15,884	17,780	21,190	24,806	+
Adjusted underlying result	2,046	10,389	12,273	15,659	19,250	+
Cash and investments balance	30,877	26,747	26,124	28,081	31,293	+
Cash flows from operations	31,854	37,840	41,608	45,355	49,308	+
Capital works expenditure	43,194	33,040	32,858	33,666	35,992	+

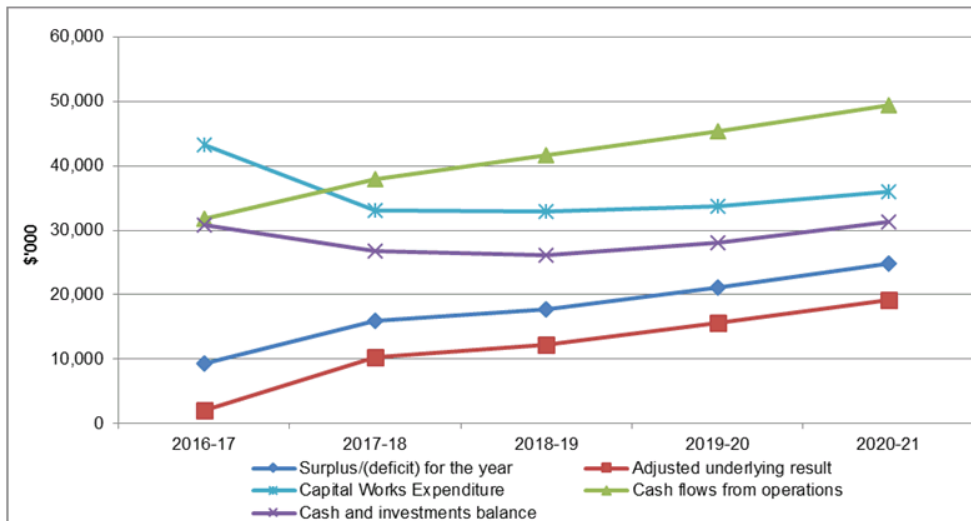
Key to Forecast Trend:

- + 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

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



The key outcomes of the SRP are as follows:

- **Financial sustainability (Section 11)** - Cash and investments is forecast to increase over the four year period from \$26.7 million to \$31.3 million, which indicates a favourable Budget on a cash basis in each year.
- **Rating levels (Section 15)** – Modest rate increases are forecast over the four years at an average of 2.0%. A waste service charge is also proposed to be introduced.
- **Service delivery strategy (Section 16)** – Service levels have been maintained throughout the four year period. Operating surpluses are forecast in each of the 4 years of the SRP and, excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is also an increasing surplus over the four year period. The 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 reduce from \$46.0 million to \$13.2 million over the four year period. No additional borrowings are planned over the 4 years. Council has a \$32.5 million interest only loan due to be repaid in 2020-21.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$135.56 million at an average of \$33.89 million per year.

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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 and proposed waste policy which is available in Appendix A.

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 59.7% 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 Yarra community.

Future 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, and the forecast rate increase used for financial planning purposes

Year	General Rate Increase	Proposed Garbage Charge Increase	Total Rates and Charges Raised
	%	%	\$'000
2016-17	2.50	0.00	101,989
2017-18	2.00	Introduced	113,658
2018-19	2.00	4.00	117,711
2019-20	2.00	4.00	121,852
2020-21	2.00	4.00	126,083

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Rating structure

Council has established a rating structure which is comprised of two key 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, such as waste services.

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

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

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

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

Rate type	How applied	2016-17	2017-18	Total Raised \$000	Change
General rates	Cents in \$ of NAV	0.040109	0.040911	104,058	2%
Proposed Waste service charge:					
(Residential – 80ltr)	\$ per property	\$0	\$165.00	7,220	Proposed New Charge
(Residential – 120ltr)	\$ per property	\$0	\$247.50	\$0	Proposed New Charge
(Residential – 240ltr)	\$ per property	\$0	\$800.00	\$0	Proposed New Charge
(Commercial – 80ltr)*	\$ per property	\$0	\$165.00	\$0	Proposed New Charge
(Commercial – 120ltr)*	\$ per property	\$0	\$247.50	\$0	Proposed New Charge
(Commercial – 240ltr)*	\$ per property	\$0	\$800.00	1,280	Proposed New Charge
Bridge Road Charge 100	\$ per property	132	\$137.00	9	4%
Bridge Road Charge 150	\$ per property	203	\$211.00	12	4%
Bridge Road Charge 250	\$ per property	337	\$350.00	160	4%

*Plus GST if applicable

Council has included a draft Rating Strategy and proposed Waste Policy that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used. This is available in Appendix A.

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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 the past, Council has borrowed to finance large infrastructure projects which include the North Fitzroy Library and Community Hub project and acquisition of 345 Bridge Road premises. The focus going forward is to look at debt reduction and no further loan borrowings are planned over the next 4 years of the SRP.

For the 2017-18 year, Council has decided not to take out any new borrowings to fund the capital works program and therefore, after making loan repayments of \$7.6 million, will reduce its total borrowings to \$38.4 million as at 30 June 2018. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016-17	13,500	-	1,511	46,000
2017-18	-	7,591	2,139	38,409
2018-19	-	7,982	2,088	30,427
2019-20	-	8,389	2,035	22,038
2020-21	-	8,811	1,980	13,227

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

	2016-17 \$'000	2017-18 \$'000
Total amount borrowed as at 30 June of the prior year	32,500	46,000
Total amount proposed to be borrowed	13,500	-
Total amount projected to be redeemed	-	(7,591)
Total amount of borrowings as at 30 June	46,000	38,409

16.2 Infrastructure

The Council has developed an Infrastructure Strategy based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

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

A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

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In updating the Infrastructure Strategy for the 2017-18 year, the following influences have had a significant impact:

- Reduction in the amount of cash and investment reserves to fund future capital expenditure programs
- Availability of significant State and Federal funding for upgrade of 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	43,194	3,036	4,300	22,358	13,500
2017-18	33,040	1,195	4,300	27,545	-
2018-19	32,858	1,207	4,300	27,351	-
2019-20	33,666	1,231	4,300	28,135	-
2020-21	35,992	1,256	4,300	30,436	-

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 each year. The Rating Information (see Section 15.) also refers to modest rate increases into the future and the proposed introduction of a waste service charge. 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	2.00	2.00	2.00	2.00
Rate increases	2.00	2.00	2.00	2.00
Wages growth	2.00	2.00	2.00	2.00
Government funding	1.00	1.00	1.00	1.00
Statutory fees	2.00	2.00	2.00	2.00
Investment return	3.00	3.00	3.00	3.00

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

Year	Surplus (Deficit) for the year \$'000	Adjusted Underlying Surplus (Deficit) \$'000	Net Service (Cost) \$'000
2016-17	9,382	2,046	69,869
2017-18	15,884	10,389	71,072
2018-19	17,780	12,273	71,783
2019-20	21,190	15,659	72,501
2020-21	24,806	19,250	73,226

Service levels have been maintained throughout the four year period with operating surpluses forecast in years 2017-18 to 2020-21 and excluding the effects of items such as capital contributions, the adjusted underlying result is also an increasing surplus over the four year period. The net cost of the services provided to the community increases from \$71.01 million to \$73.2 million over the four year period

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17. Budget Timelines

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 Draft 2017-18 Budget 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 draft Budget is prepared in accordance with the Act and submitted to Council in April for approval in principle. Council is then required to give public notice that it intends to adopt the Budget. It must give 28 days notice of its intention to adopt the draft 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.

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. Officers engage with Councillors on Council Plan and key Budget principles	Dec-Mar
4. Draft Budget(s) submitted to Council for approval to advertise	Apr
5. Public notice advising draft Budget prepared	Apr
6. Budget available for public inspection and comment	Apr
7. Public submission process undertaken	May
8. Submissions period closes (28 days)	May
9. Submissions considered by Council/Committee	May
10. Budget and submissions presented to Council for adoption	Jun
11. Copy of adopted Budget submitted to the Minister	Jul

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Appendix A – Draft Rating Strategy & Draft Waste Policy

This appendix contains the Draft Rating Strategy and Waste Policy for the City of Yarra for 2017-18.

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Draft Rating Strategy and Draft Waste Policy

1. INTRODUCTION

1.1. Purpose

Rates are an integral part of Council's available revenue streams. The rating strategy determines the most appropriate, affordable rating strategy which, in conjunction with other income sources, will adequately finance the objectives in the Council Plan. The additional purpose of this strategy is to make transparent to the community the principles by which rates are set.

A limited range of choices exist for how rates revenue is raised by Councils. The Rating Strategy outlines the principles which guide the City of Yarra to levy rates revenue, in particular how to distribute the rates burden on the community fairly.

In publishing the Rating Strategy, the City of Yarra has the following aims:

- improving community understanding of our rating system
- articulating the City of Yarra's strategy for distributing the rates burden on the community fairly.

The Rating Strategy is reviewed every two years and the principles in the Rating Strategy are also outlined annually during the City of Yarra's planning and budgeting cycle. This provides the community an opportunity to improve its understanding of rating in local government and provide input to the rate setting process.

1.2. Strategic links

Council's Rating Strategy enables Council to deliver on its Council Plan, and forms a key part of the Annual Budget, the four year Strategic Resource Plan (SRP – which is essentially Council's four year Budget), and Council's Long Term Financial Strategy (Council's 10 year Budget).

1.3. What are rates and who pays them?

Council rates are the contribution that ratepayers make towards the community services and community infrastructure that Councils deliver. Rates are a form of property tax, with each ratepayer contributing based on the value of the property they own. This principle is based on the legislative requirements within the Local Government Act.

There is no connection between the amount of rates paid by a property and the level of council services received.

It is intended by the legislation that the rates contribution made by each ratepayer reflects the capacity of the property owner to pay for a share of Council's costs. Using property values as a basis for calculating Council rates supports the following outcomes:

- ratepayers with similar property values are treated similarly
- ratepayers with higher value property pay relatively more rates.

It is acknowledged that the raising of rates based on the value of property is imperfect. The major limitation of property value based rates is that ownership of property does not necessarily equate to capacity to pay. However, it is considered to be the fairest way to fund community services for public benefit within the legislative framework that Councils operate.

The limited options available to Councils to raise rates revenue are explored in this Rating Strategy. The method for collecting rates impacts the share of total rates revenue contributions received from each ratepayer. This is distinct from the total rates revenue collected by Council, which is set by Council's annual budget.

The City of Yarra's obligation is to ensure a fair (or 'equitable') distribution of the rates burden it imposes on the community. The Rating Strategy, together with other Council policy initiatives, must consider the possibility that rates may become unaffordable for particular groups in the community.

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Rebates and other measures are provided for those sectors of the community that have limited capacity to pay rates. There are also some property owners that are exempted from rates, such as schools, charitable organisations, religious organisations, mining & forestry organisations, and properties owned by public bodies (Crown land).

The City of Yarra uses special rates to fund initiatives that benefit specific sections of the community. These special rates are developed in direct consultation with affected parties. An example of special rates schemes used at the City of Yarra are to fund promotion activities for trader groups.

1.4. Calculation of rates

Rates are calculated using the total value of property in the municipality (based on a General Valuation every two years) and the City of Yarra's annual budget requirements. General rates are increased in line with the rate cap, which is set by the Minister for Local Government each year.

Council determines how much revenue it needs to deliver its community services through its annual budget process. It then divides the total revenue by the municipality's aggregate Net Annual Value (NAV) (for residential properties, this is 5% of the total value of capital improved property). This calculates a 'rate in the dollar' which is then applied to each individual property's NAV.

For example, if a Council requires \$100 million in rates revenue and the total NAV of capital improved property in the municipality is \$2,000 million, then residential properties would pay 5.0 cents for every dollar of the property's NAV (across the municipality, this is 5.0 cents multiplied by \$2,000 million, which equals the \$100 million).

It is important to note that Councils do not receive a windfall gain when property values increase after undertaking a General Valuation. Revaluations in property result in a *redistribution* of the rate burden across all properties in the municipality. Any increase to total valuations of the municipality is offset by a reduction to the rate in dollar used to calculate the rate for each property. Total income is fixed each year as part of the Council budget process.

1.5. Government and legislative context

Section 3C of the *Local Government Act 1989* (LGA) outlines that the primary objective of Councils is to endeavour to achieve the best outcomes for the local community. In seeking to do this, Council must 'ensure the equitable imposition of rates and charges'.

The legislative framework for the setting of rates and other charges is provided within the LGA. This includes the setting of:

- general rates as discussed above
- differential rates which are rates that are set at different levels for different classes of ratepayers (for example ratepayers who own residential, commercial, industrial, cultural and recreational land)
- special rates that are used for funding initiatives that benefit specific sections of the community
- service charges that are used to fund the collection and disposal of refuse and any other prescribed service; and
- municipal charges which are effectively a fixed charge for each property to cover Council administrative costs.

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The Rating Strategy will canvass the limited range of rating options available to Council under the LGA, including, but not limited to, the:

- choice of which property valuation base should be utilised
- consideration of uniform rating versus the application of differential rates (where possible)
- consideration of fixed service charges for the areas of waste collection and municipal administration
- hardship being taken into consideration through rebates, deferments or waivers.

These are examined in more detail in this document.

2. RATING EQUITY, EFFICIENCY AND SIMPLICITY

2.1. How should rates be set?

To deliver a fair outcome to its community and meet its legislative obligations, the City of Yarra must 'ensure the equitable imposition of rates and charges'. Councils must ensure, to the extent possible, that the distribution of the rates burden on the community is equitable, efficient and simple to understand.

The rating system is one of the most sensitive issues on which Council makes decisions. In getting to this point it is important to have an understanding of the following key principles involved, which are outlined below.

2.2. Equitable rating outcomes

Equity is a subjective concept that is difficult to define. What is considered fair for one person may be considered unfair for another. There are two main equity concepts used to guide the development of rating strategies (and taxation more generally):

horizontal equity – ratepayers in similar situations should pay similar amounts (ensured mainly by accurate property valuations undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation)

vertical equity – those who are better off should pay more than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a "relativity" dimension to the fairness of the tax burden).

Rates are essentially a "wealth tax", determined on the value of property. A pure "wealth tax" approach implies that the rates paid relate directly to the value of a ratepayer's real property. The tests of horizontal and vertical equity are solely based on a property's value. There is frequent debate surrounding the characteristics of property owners that may impinge on the application of an equity principle. The three main ways in which positions can vary are:

- the benefit or user pays principle – some ratepayers have more access to, make more use of, and benefit more from the council services paid for by rates
- the capacity to pay principle – some ratepayers have more ability to pay rates than do others with similarly valued properties
- the incentive or encouragement principle – some ratepayers may be doing more towards achieving council goals than others in areas such as environmental or heritage protection.

Concepts such as "user pays" and "capacity to pay" often conflict. Depending on your viewpoint the equitable outcome may be the one where individuals pay more, or less, or exactly in proportion to, their level of consumption of services.

A difficulty arises where services are fully or partially public goods and it is either difficult or impossible to quantify use or access. For practical reasons equity considerations become focused on how the costs of some universally available basket of services should be shared between ratepayers.

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In summary, equity is the concept of fairness in the amount that each ratepayer contributes to the total rates burden of the community, in return for the benefit that Councils provide. There are a number of different aspects to rating equity, including the following considerations:

- where appropriate, rates burdens should reflect the benefits ratepayers receive
- ratepayers with similar property values should be treated similarly
- ratepayers with a higher 'ability to pay' (based on property values) should contribute relatively more rates.
- ratepayers who are financially disadvantaged should be supported.

2.3. Efficient rating outcomes

Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by a tax. Setting aside taxes explicitly intended to change behaviour (such as high taxes on cigarettes), a perfectly efficient tax would be one, which did not distort behaviour.

Of course, there is no such tax – all taxes affect behaviour to some extent. However, economic efficiency in revenue collection is maximised when the degree of this distortion is minimised.

Price is the major mechanism through which taxation efficiency may be achieved and for services where users are price sensitive, direct charging can influence demand and thus lead to greater efficiency. Conversely, the funding of services through rates (or via subsidies from other services) may result in an inflated demand for services and additional costs for councils to meet this demand. As a result, a mix of user charges and rates revenue funds a variety of council services.

The efficiency of a tax is also related to the cost of administration. Administration costs include the issuing of assessments, collection of rates (including maintaining and improving collection systems), monitoring outcomes, educating and informing ratepayers, and enforcement and debt recovery.

In summary, the distribution of Council rates is economically efficient if it minimises its impact on decisions made within the economy. That is to say, ratepayer's decisions (for example, whether to sub-divide a property) within the City of Yarra should not be unduly impacted on based on the *distribution* of rates.

2.4. Simplicity

Wherever possible, the rating practices implemented by Councils should be coherent and easily understood by ratepayers and the community. This can often be difficult given the legislative framework Councils work within.

The taxation principle of simplicity revolves around how easily a system can be understood by the public, namely ratepayers. This can conflict with the principles of equity and efficiency.

A simple rating scheme would have a limited number of rating classifications, even using a uniform rate. Other features of a simple rating scheme may be practicality and ease of administration. Rates in general are quite simple to administer in that they rely on a clear information source (property values) and they place a levy on something that is impossible to conceal (land).

Public understanding is another consideration for a council in striving for simplicity. A simple system should be easier for the public to understand as should the explanation of it by a council.

The efficacy of using rates to provide incentive or encouragement for ratepayers to act in a certain way to achieve corporate goals (e.g. environmental) should be evaluated critically against other approaches in terms of likely effectiveness.

2.5. Benefit principle

A popular complaint levelled at councils is that "the rates I pay have no correlation with the services I consume or the benefits I receive". This argument is based on the benefit principle (the opposite of the "wealth tax" principle) that argues there should be a clear nexus between consumption/benefit and the rate burden. A user pays system is closely reflective of the benefit principle.

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Application of the benefit principle to rates is difficult in practice because of the impossibility of measuring the relative levels of access and consumption across the full range of council services. While it might be quite obvious that certain geographic areas may not get access to specific services, it is the level of benefit across the full range of rates-funded services that is important in determining the amount of rates that should be paid. Clearly, the exercise is not clear cut.

The analysis of benefit is often reduced to arguments of what services are consumed by town v. country, businesses v. residences and between different towns and suburbs. Such a simplistic determination of rates based on where services are located ignores the facts that:

- many services are not location specific
- access is not synonymous with consumption
- residents can travel or use technology to access some services
- (perhaps more significantly for many councils) services provided in different locations within a municipality have different costs.

In some ways the arguing of the benefit principle with respect to council rates is like trying to do the same for Commonwealth income tax that is used to fund a wide range of universally accessed services. It is likely to be quite costly to regularly undertake in-depth analyses on service access, consumption patterns and costs in order to attempt to review the level of benefit. In any event many subjective assumptions will have to be introduced that is unlikely to produce a fair result.

Other pricing instruments such as user charges, special rates and charges, and service rates and charges better lend themselves to dealing with the issue of benefit.

2.6. Capacity to pay

Councils may decide that capacity to pay is fundamentally reflected by property value or that the application of the “wealth tax” and benefit principles should be moderated for groups of ratepayers because of capacity to pay considerations.

As rates are levied on unrealised wealth in the form of property, their nexus with ratepayers’ capacity to pay may be tenuous – ratepayers may be asset rich but cash poor or vice versa.

Councils have been provided with a number of rating instruments that allow them to address the capacity to pay issue to varying degrees, including differential rates, waivers and deferrals.

One of the major issues councils face in assessing “capacity to pay” relates to the landlord-tenant relationship and the fundamental distinction between who is legally liable to pay rates and the economic incidence of rates. The economic incidence of rates reflects who ultimately bears the cost of rates through higher prices, lower wages or lower returns on assets. Liability for rates typically rests with property owners. Hence a council is required to assess fundamentally the capacity to pay of the property owner and not the tenant, although council may legitimately have concerns for the latter. Property owners are not just individuals but individual investors represented by firms, superannuation funds, insurance companies, property trusts and banks.

Two issues are pertinent here. First, changes to property taxes have marginal effects on the rents (return) that properties can earn because rent is determined by the demand of actual and potential users against a fixed land supply. The theory goes that even if taxes are passed on to the renters the increase in rents will cause rents to fall as demand for rental premises declines. In response to this it could be argued that there are a number of reasons to think that rate rises may be passed onto tenants. For example rental markets may be tight or slow to adjust and there are often logistic and other factors why businesses are committed to particular premises. In some commercial arrangements, a tenant can be liable for the rates as a result of a contractual agreement.

Councils therefore need to determine whether they should have regard to, and how best to address, the issue of the economic incidence of rates. Given the assumption that landlords will generally (but not always) have a greater capacity to pay rates than tenants, councils may wish to consider whether they can discriminate between properties on this basis. In practice, there is no simple means of

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identifying the properties that are rentals and therefore additional council resources would be required to do this.

Historically, councils have used the capacity to pay principle as a primary argument in the setting of differential rates. There has, however, been a lack of transparency concerning the basis for the views held about capacity to pay and their translation into a hierarchy of rates. More often than not substantive and evidence-based reasons are not provided why the rate in the dollar on one type of property is higher/lower than another (or for that matter why a uniform rate system exists) or to explain the basis for the difference.

On equity and good public policy grounds, it is appropriate that the meaning and assessment of capacity to pay is agreed, at least from a practical point of view, and that decisions are influenced by a strong understanding of the factors relevant to particular property classes in order to make informed, albeit, generalised observations about their capacity to pay rates.

3. RATING PRINCIPLES

With consideration to all of the principles outlined in Section 2 above, the various elements of the City of Yarra's Rating Strategy can be summarised as:

3.1. General Rating Objective

The City of Yarra will ensure the responsible collection of rate revenue as a means of paying for the provision of valued community services. In doing so, it will seek to ensure the equitable distribution of the rate burden. Rates will be applied in a way that seeks to maintain the diversity within the municipality, not displacing those of a lower socio-economic status, the aged, or those who are not property owners.

3.2. Rating Principles

1. The City of Yarra will levy rates as measured by the Net Annual Value of property owned within the municipality.
2. The City of Yarra will not implement a municipal charge, as such a charge increases the rates burden on ratepayers who have a lower ability to pay.
3. The City of Yarra will use service charges where private benefit exists for specific services and where this is consistent with its broader funding principles. Service charges may also be used as a means of influencing community behaviour and ensuring equitable outcomes in the community.

Waste service charges are proposed to be introduced and commencing in 2017-18, and will be based on full recovery of the cost to deliver the waste services, as outlined in the Waste Policy section of this strategy.

4. Special rates and charges will be used where a specific benefit or service can be identified for ratepayers and only following consultation with the affected ratepayers.

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5. The City of Yarra is committed to providing targeted support for the financially disadvantaged in the community through:
 - Deferred payments (otherwise referred to as 'hardship provisions')
 - Pensioner rebates (including a supplementary City of Yarra sponsored rate rebate)
 - A compassionate approach to debt management.
6. Non-rateable properties will be required to contribute to services provided by the City of Yarra through the payment of service charges.
7. Properties provided for under the *Cultural and Recreational Lands Act 1963* will be required to pay a different level of rates. Discounts will be structured to provide greatest support to those organisations that do not rely on liquor sales or gaming revenue.
8. The City of Yarra Rating Strategy will be reviewed at least every two years.

4. RATES BASED ON PROPERTY VALUATION

4.1. Property valuation methods

There are three valuation methods available for Councils to value properties for the purposes of raising rates. These are site value (SV), net annual value (NAV) or capital improved value (CIV).

Yarra uses the NAV method for rating purposes.

The valuation base used for rating purposes does not affect the total level of revenue the Council raises through rates. The total level of rate revenue to be raised by the Council is determined as part of the Council's annual budget setting exercise.

The CIV method refers to the total market value of the land plus the improved value of the property including the house, other buildings and landscaping.

Under the CIV method, Councils can set differential rates for residential, commercial and industrial ratepayers. CIV is the most commonly used rating method in Victoria.

The SV method values only the unimproved market value of the land. It is not used by any Victorian Councils.

The NAV Method is calculated two ways: It is either 5% of the CIV for residential properties or the EAV for non-residential properties. EAV means the rent at which the land might be expected to be let from year to year free of all usual tenant's rates and taxes less the cost of landlord expenses such as insurance, maintenance and land tax or 5% of the CIV (whichever is the greater). The EAV (NAV) for industrial properties typically equates to between 5% and 7% of CIV. Rents for commercial and retail properties have crept below 5% as interest rates remain at their current low levels. Properties with rents below 5% have their NAV pegged at 5%. The NAV method is commonly used by Melbourne Metropolitan Councils.

4.2. Advantages and disadvantages of valuation methods

No property valuation methodology raises more rates than the others. The choice of valuation method relates to the equity (or distribution) of the rates burden impact on the community.

The NAV method uses the value of a property's market rent (for non-residential properties) to determine the share of rates. The minimum the NAV can be for any property is 5% of its CIV. Given that market rent for non-residential properties is pegged at 5% or can be higher than 5%, the NAV

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method results in a higher relative percentage of the rates burden being met by commercial and industrial properties, based on information from the rental market.

The advantage of the NAV method is that it recognises the end use of properties and the share of the rates burden is set by transparently based market rentals (for which there are many transactions). The higher market rentals and the 5% pegging for non-residential properties create an 'in-built' differential for these types of ratepayers.

The CIV method uses the value of recent market sales to determine the value of the share of rates contribution. This includes consideration of the value of land, buildings and landscaping. The CIV method also allows for the use of differential rates, where rates can be set differently for different classes of ratepayers.

The key advantage of the CIV method is that the consideration of capital improvements is a better reflection of ratepayer's investment, therefore *may* be a better reflection of ratepayer's ability to pay rates.

The disadvantage of the CIV method is that it requires more frequent data maintenance with respect to keeping track of property improvements. In addition, a move away from the NAV method to CIV may result in a significant increase in the proportion of total rates paid by residential ratepayers, with a corresponding reduction in the proportion paid by commercial and industrial ratepayers, if there was no differential rate applied.

While offering Councils flexibility in rate setting, differential rates need to be appropriately justified. There are Ministerial Guidelines for Differential Rating which Councils need to comply with if differential rates are used.

The SV method is based on the value of the land portion of any property and is therefore influenced by location, view and aspect. The method is a relatively poor reflection of a ratepayer's ability to pay rates, compared to NAV and CIV.

4.3. Property valuation method adopted

Based on the relative merits of the respective valuation methods, the City of Yarra deems that the NAV is the most appropriate valuation method to use as a basis for the distribution of rates in the municipality.

Rating Principle 1

The City of Yarra will levy rates as measured by the Net Annual Value of property owned within the municipality.

4.4. Valuation and supplementary valuation process

Councils undertake independent valuations according to the provisions of the *Valuation of Land Act 1960* and administered in accordance with Land Victoria's best practice guidelines. Properties are valued as part of a General Valuation every two years. Ratepayers have rights under the *Valuation of Land Act 1960* to object to the valuation of their property, however must do so within two months after the notice of valuation is given.

Valuations are also important because other rating authorities, such as the State Revenue Office (land tax) and water authorities (water and sewage charges), use municipal property valuations for the purpose of levying State rates or taxes.

In addition to the General Valuation, all properties that undergo improvement or change are subject to a Supplementary Valuation. Supplementary Valuations are applied to properties between the biennial

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General Valuations if they have changed markedly in value as a result of physical changes such as subdivision, building improvements and additions. The circumstances where a Supplementary Valuation may occur are outlined in the *Valuation of Land Act 1960*.

The City of Yarra undertakes its Supplementary Valuations through its contract Valuer on a monthly basis.

5. OTHER RATES AND CHARGES

5.1. Municipal charge

Councils may elect to recover the costs of providing municipal services through a fixed charge, also referred to as a 'municipal charge'. This charge is intended to cover fixed administrative and governance costs such as the cost of valuations and administration of the rate system. This charge recovers a portion of the Council rates requirement (which replaces general rates revenue and does not add to it). The City of Yarra has no municipal charge.

The income from the municipal charge may not exceed 20% of the combined income from the municipal charge and from general rates. Municipal charges are levied as a flat or uniform sum per service or property.

The advantage of a municipal charge is that it reflects the fixed costs of Councils. The disadvantage is that it has a greater impact on ratepayers that have a lower capacity to pay.

Rating Principle 2

The City of Yarra will not implement a municipal charge.

5.2. Service charges

Councils may elect to recover a service charge to fund the collection and disposal of refuse and any other prescribed service. The service rate or service charge may be declared on the basis of any criteria specified by Councils in developing the rate or charge.

With the Minister for Local Government introducing rate capping, Yarra has been required to explore additional revenue opportunities, in order to ensure its long term financial sustainability.

From 2017-18 Yarra is proposing to introduce a waste service charge to cover the costs of landfill, recycling, green, and hard waste.

The City of Yarra is one of only six Councils who do not currently separately charge for their waste services. To enable Council to continue to deliver the high levels of service the community values, this is a necessary change to ensure revenue keeps pace with expenditure.

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The City of Yarra will use service charges where private benefit exists for specific services and where this is consistent with its broader funding principles. Service charges will also be used as a means of influencing community behaviour and ensuring equitable outcomes in the community.

Waste service charges will be based on full recovery of the cost to deliver the service, as outlined in the Waste Policy section of this strategy.

5.3. Special rates and charges

Councils can declare a special rate or a special charge for the 'performance of a function or the exercise of a power'. As such, the special rate or charge can be used to fund the cost of providing services 'of special benefit' to the people paying the special rate or charge. Special rates and charges can be used to fund the sealing of a previously unsealed road, providing drainage where drainage was not previously provided, building car parks in shopping centres, promotional or security services for strip shopping centres.

The City of Yarra consults with the affected segment of the community before instituting special rates and charges. Councils have the power to set the criteria and duration of any special rates or charges (for example, area or properties affected, mode of calculation). Where non-rateable properties lie within the special charge area and they will benefit from the works subject to the special charge, they also contribute to the special charge.

Rating Principle 4

Special rates and charges will be used where a specific benefit or service can be identified for ratepayers and only following consultation with the affected ratepayers.

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6. TARGETED SUPPORT FOR THE FINANCIALLY DISADVANTAGED

6.1. Rates charged to the property

Provision exists for the rates to be made 'a charge on the property' and remain so until the property is sold. Councils have generally used this power to apply compassionate considerations for elderly people, especially those who might be characterised as 'asset rich but income poor'. For example, a person may have acquired a house during their working life but may have insufficient income for their retirement. Instead of pursuing legal action to recover the unpaid rates, the rates (plus a prescribed rate of interest) can be recouped when the property is sold.

6.2. Deferred payment

Frequently referred to as 'hardship provisions', a Council can defer the payment of rates should a ratepayer apply and meet the relevant conditions. This has generally been applied in circumstances of financial hardship and arrangements have been made by the individual ratepayer for the payment of rates over a period of time. The result of the Council allowing a deferral is generally an 'arrangement to pay', that is, an agreed timeframe or schedule for rate payments.

A Council can change the arrangement if the ratepayer's circumstances change or if the relevant property is sold.

6.3. Waivers

Councils can waive rates and charges or interest where a person suffers financial hardship. The City of Yarra waives no rates except as a procedural tool for enabling pensioner rebates.

6.4. Pensioner rebates

Pensioner rebates are a waiver of the whole or part of any rates, charges or interest obligation for eligible recipients under the *State Concessions Act 2004* (which include pensioners and residents of retirement villages). In a process administered by the State Government, a concession on municipal rates is available to assist eligible low income ratepayers afford rates on their place of residence. Where only part of a property is being used as a place of residence, each part of the property is to be rated separately.

In order to support its policy objectives, the City of Yarra also provides a supplementary rebate to eligible pensioners in addition to the State Government rebate.

To be eligible for the municipal rate concession, the ratepayer must be the holder of an eligible:

- Pensioner Concession Card issued by Centrelink or Department of Veterans Affairs DVA), or
- DVA Gold Card - Totally and Permanently Incapacitated
- DVA Gold Card - War Widow.

Applications for municipal rates concessions are made directly to the City of Yarra. Where a rate rebate was recognised the previous year and where the ratepayer remains eligible, no further application is required.

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6.5. A compassionate approach to debt management

The City of Yarra applies a compassionate approach to those ratepayers who cannot readily meet their rates debt. All options available within this rating strategy are proactively explored with ratepayers before debt collection measures are escalated.

Rating Principle 5

The City of Yarra is committed to providing targeted support for the financially disadvantaged in the community through:

- Rates charged to the property
- Deferred payments (otherwise referred to as 'hardship provisions')
- Pensioner rebates (including a supplementary City of Yarra sponsored rate rebate)
- A compassionate approach to debt management.

7. NON-RATEABLE PROPERTIES AND OTHER RATE REDUCTIONS

7.1. Non-Rateable Properties

The LGA requires Council to grant a rate exemption to those properties that meet the rate exemption requirements. Basically there are four main rate exempt groups:

- Public Purpose (Government, Municipal and Crown Land)
- Charitable Land
- Religious Land
- Service Clubs

The test of rateability is the use of the land. For a property to be rate exempt it must "be used exclusively" for the exempt purpose, therefore the test is use, not ownership. Exemptions are not granted unless the use has the appropriate planning approval.

The LGA has specific provisions regarding charging exempt properties services charges including; waste collection, street construction and special rates and charges.

Yarra has approximately 300 rate exempt properties within the Municipality. A number of major properties are rate exempt, including St Vincent's Hospital, Australian Catholic University and Epworth Hospital.

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Rating Principle 6

Non-rateable properties will be required to contribute to services provided by the City of Yarra through the payment of service charges.

7.2. Cultural and Recreational Properties

The provisions of the *Cultural and Recreational Lands Act 1963* modify the way in which the users of 'recreational lands' are rated. The *Cultural and Recreational Lands Act 1963* has two principal criteria:

- the land must be owned by the body providing the service or must be on land rented from the Government or Council (that is, it does not apply to land rented from private landowners)
- it must be for an outdoor recreational or cultural activity.

The *Cultural and Recreational Land Act 1963* enables Councils to levy as rates on recreational lands an amount that it thinks reasonable taking into account the services provided on land and the benefits the community derives from it.

Facilities where profits are paid as a dividend to members are specifically excluded from any discount.

The City of Yarra applies a percentage discount from the general rate to reflect the community benefit the land creates. This is consistent with the practice across the Victorian local government sector. This is reviewed by the City of Yarra on a regular basis with suitable supporting data provided by benefiting organisations.

The discounts are calculated with a preference for organisations without a liquor or gaming licence.

Rating Principle 7

Properties provided for under the *Cultural and Recreational Lands Act 1963* will be required to pay different levels of rates. Discounts will be structured to provide greatest support to those organisations that do not rely on liquor sales or gaming revenue.

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8. THE IMPACT OF THIS RATING STRATEGY

8.1. Rates supporting Council policy

The City of Yarra actively seeks to retain and enhance the diversity within the municipality. This diversity encompasses socio-economic advantage as well as other characteristic such as home ownership, ethnicity, age and family status (among others).

The Rating Strategy has been developed to support the conditions that allow our communities to experience and enjoy diversity of values, beliefs and aspirations and which provide the financial basis that our residents have access to effective and appropriate services and resources.

A major priority of the City of Yarra is to support those members of the community that are financially disadvantaged or vulnerable.

8.2. The impact of rating principles

Rates are a form of property tax based on the valuation of each property. It is intended that the rates levied represent a fair measure of the benefit of the services to each property and reflect the capacity of the property owner to meet a share of the overall community costs.

Rates should be set so that the distribution of the rates burden on the community is equitable, efficient and simple to understand. These goals can come into conflict and there is no 'one size fits all' approach.

Importantly, the LGA provides a limited range of options for Councils to develop rating systems, which are outlined in this strategy.

Within the legislative framework the City of Yarra operates, the Rating Strategy best supports the following outcomes:

- **Equitable:** The distribution of rates based on the NAV property valuation method, with targeted support for the financially disadvantaged, achieves outcomes that are fair and equitable. Rating on the basis of the NAV method provides for an 'in-built' differential which determines the share of rates borne by different segments of ratepayers based on market information.
- **Efficient:** The Rating Strategy aims to use the market (as represented in the Net Annual Value method) to distribute rates in the municipality. This will limit any unintended consequences of rates within the economy. An exception is where rates are set in such a way to deliberately influence community behaviour, for example the rates funding of waste collection costs, which ensures both desirable community behaviour with regards to waste and equitable funding of this service.
- **Simple to understand:** The development of this Rating Strategy aims to make transparent the key principles on which the City of Yarra bases its Rating Strategy and the legislative framework it operates within. While some of the rating concepts used by Councils are inherently complicated, the City of Yarra is committed to making available to the public the basis on which rating decisions are made.

8.3. Review of Rating Strategy

The City of Yarra is committed to communicating to ratepayers the way in which rates are set and implemented, to reviewing the Rating Strategy periodically and to publish and inform the community of its decisions in respect to the Rating Strategy.

Rating Principle 8

The City of Yarra Rating Strategy will be reviewed at least every two years.

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9. Draft Waste Policy

Background

In June 2016, Council's adopted Long Term Financial Strategy reflected the intention to introduce a waste and environmental service charge in 2017-18.

As part of the 2017-18 Budget consultation with Councillors in February 2017, Council resolved to prepare the draft 2017-18 Budget on the basis of separate waste & environmental service charges being introduced. As part of the resolution, Officers were requested to develop a draft policy defining what services are included in each proposed service charge and that consultation on this draft policy occur in conjunction with the draft 2017-18 Budget.

In March 2017, Council sought further advice in relation to the waste service charge and the environmental charge. The advice supported a waste service charge however advised Council against introducing an environmental charge as proposed.

Officers have therefore prepared the draft 2017-18 Budget based on the introduction of a waste service charge only, removing the environmental service elements.

Council is proposing to introduce this separate waste service charge in 2017-18. The waste charge is being introduced to fully recover the cost for Council to deliver this service and is permitted within the Local Government Act and the Fair Go Rates System. It is proposed to introduce this charge in 2017-18 as this is a non-revaluation year. This will mean it will be much clearer for rate payers to determine the dollar change year on year on their rate notices. It will also ensure it will not be as big a percentage increase for some ratepayers who may experience large general rate increases in a revaluation year.

The charge will bring Yarra City Council in line with 73 other Victorian Councils who currently have a separate waste service charge.

It is proposed that rebates on the proposed waste service charge will apply for pensioners and health care card holders.

Proposed Waste Service Charge components

It is proposed that the waste service charge is based on full recovery of the cost to deliver the landfill waste, recycling, and green and hard waste services to the community.

Proposed Waste Service Charges

It is proposed that the introduction of a separate waste service charge in 2017-18 for the following bin size services will be:

- (i) 80 litre bin service (residential) - \$165.00 per annum
- (ii) 120 litre bin service (residential) - \$247.50 per annum
- (iii) 240 litre bin service (residential) - \$800 per annum
- (iv) 80 litre bin service (commercial) - \$165.00 per annum + GST if applicable
- (v) 120 litre bin service (commercial) - \$247.50 per annum + GST if applicable
- (vi) 240 litre bin service (commercial) - \$800 per annum + GST if applicable

Proposed Waste Service Charge Rebates

It is also proposed that a 50% rebate of the waste service charge for pensioners and health care card holders relevant to their bin size service is applied (for the first year only), and is reviewed annually as part of the Budget process.

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Appendix B - 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 2017-18 year.

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Yarra City Council 2017-18 Budget Draft Fees and Charges

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
A credit card surcharge fee of 0.5% will apply to payments made via VISA or MasterCard.			
PROPERTY & RATING FEES			
Land information certificates*	GST Free	\$24.80	Adopt Statutory Fee
Land information certificates - 24 hour turnaround (online application only)	GST Free	\$64.80	\$67.00
Garbage Charge - Properties exempt from Rates	GST Free	\$359.00	Discontinued
Waste Charge (Residential - 80ltr)	GST Free	Possible New Fee	\$165.00
Waste Charge (Residential - 120ltr)	GST Free	Possible New Fee	\$247.00
Waste Charge (Residential - 240ltr)	GST Free	Possible New Fee	\$800.00
Waste Charge (Commercial - 80ltr)	Taxable	Possible New Fee	\$165.00
Waste Charge (Commercial - 120ltr)	Taxable	Possible New Fee	\$247.00
Waste Charge (Commercial - 240ltr)	Taxable	Possible New Fee	\$800.00
Valuation Certificate	Taxable	\$20.00	\$20.50
Retrospective Valuation Certificate	Taxable	\$91.50	\$94.00
Payment Arrangement fee (Rates – Referred for Legal Action)	Taxable	\$5.50 per month	\$5.60 per month
GOVERNANCE SUPPORT			
Freedom of information requests*	GST Free	\$27.90	Adopt Statutory Fee
LIBRARIES			
Overdue Items	GST Free	\$0.20 per day	\$0.20 per day
Damaged Books	Taxable	Cost + \$11.50	Cost + \$11.50
Damaged Magazines	Taxable	Cost + \$3.50	Cost + \$3.50
Lost Item	Taxable	Cost + \$11.50	Cost + \$11.50
Lost Card	Taxable	\$3.70	\$3.80
Inter Library Loans	Taxable	\$17.20	\$17.70
Reservations	GST Free	No Charge	No Charge
Word Processing	Taxable	No Charge	No Charge
Internet Access	Taxable	No Charge	No Charge
Printing from Computers	Taxable	\$0.20 per page	\$0.20 per page
Library Bags	Taxable	\$2.60	\$2.70

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Photocopies			
Photocopies A4	Taxable	\$0.20	\$0.20
Photocopies A3	Taxable	\$0.40	\$0.40
Photocopies A4 (colour)	Taxable	\$1.00	\$1.00
Photocopies A3 (colour)	Taxable	\$2.00	\$2.00
Book Sales			
Hardbacks	Taxable	\$2.50	\$2.50
Paperbacks	Taxable	\$1.50	\$1.50
Magazines	Taxable	\$0.50	\$0.50
Finance			
Dishonoured Cheque Administration Fee	Taxable	\$33.30	\$34.10
Dishonoured Direct Debt Administration Fee	Taxable	\$33.30	\$34.10
AGED & DISABILITY SERVICES			
Home Care, Personal Care and Respite Care			
Home Care General Low Fee Range			
Home Care General Low fee range - Single Up to \$26,933	GST Free	\$3.85	\$3.95
Home Care General Low fee range - Single \$26,933 to \$36,972	GST Free	\$5.95	\$6.10
Home Care General Low fee range - Couple Up to \$56,589	GST Free	\$6.00	\$6.15
Home Care General Low fee range - Family Up to \$62,693	GST Free	\$6.00	\$6.15
Home Care General Medium Fee Range			
Home Care General Medium fee range - Single \$36,972 to \$51,712	GST Free	\$8.55	\$8.75
Home Care General Medium fee range - Single \$51,712 to \$66,452	GST Free	\$11.00	\$11.30
Home Care General Medium fee range - Single \$66,452 to \$81,192	GST Free	\$13.50	\$13.85
Home Care General Medium fee range - Couple \$56,589 to \$73,907	GST Free	\$10.00	\$10.25
Home Care General Medium fee range - Couple \$73,907 to \$91,225	GST Free	\$12.70	\$13.00
Home Care General Medium fee range - Couple \$91,225 to \$108,543	GST Free	\$15.00	\$15.40
Home Care General Medium fee range - Family \$62,693 to \$79,109	GST Free	\$10.00	\$10.25
Home Care General Medium fee range - Family \$79,109 to \$95,525	GST Free	\$12.70	\$13.00
Home Care General Medium fee range - Family \$95,525 to \$111,941	GST Free	\$15.00	\$15.40
Home Care General High Fee Range			
Home Care General High Range - Single Above \$81,194	GST Free	\$32.80	\$33.60
Home Care General High Range - Couple Above \$108,543	GST Free	\$32.80	\$33.60
Home Care General High Range - Family Above \$111,941	GST Free	\$32.80	\$33.60
Personal Care			
Personal Care Low Fee Range			
Personal Care Low fee range - Single Up to \$26,933	GST Free	\$3.75	\$3.85

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Personal Care Low fee range - Single \$26,933 to \$36,972	GST Free	\$4.50	\$4.60
Personal Care Low fee range - Couple Up to \$41,730	GST Free	\$3.75	\$3.85
Personal Care Low fee range - Couple \$41,730 to \$56,589	GST Free	\$4.50	\$4.60
Personal Care Low fee range - Family Up to \$47,844	GST Free	\$3.75	\$3.85
Personal Care Low fee range - Family \$47,844 to \$62,693	GST Free	\$4.50	\$4.60
Personal Care Medium Fee Range			
Personal Care General Medium fee range - Single \$36,972 to \$51,712	GST Free	\$7.00	\$7.20
Personal Care General Medium fee range - Single \$51,712 to \$66,452	GST Free	\$7.40	\$7.60
Personal Care General Medium fee range - Single \$66,452 to \$81,192	GST Free	\$8.10	\$8.30
Personal Care General Medium fee range - Couple \$56,589 to \$73,907	GST Free	\$7.00	\$7.20
Personal Care General Medium fee range - Couple \$73,907 to \$91,225	GST Free	\$7.40	\$7.60
Personal Care General Medium fee range - Couple \$91,225 to \$108,543	GST Free	\$8.10	\$8.30
Personal Care General Medium fee range - Family \$62,693 to \$79,109	GST Free	\$7.00	\$7.20
Personal Care General Medium fee range - Family \$79,109 to \$95,525	GST Free	\$7.40	\$7.60
Personal Care General Medium fee range - Family \$95,525 to \$111,941	GST Free	\$8.10	\$8.30
Personal Care High Fee Range			
Personal Care General High Range - Single Above \$81,194	GST Free	\$36.70	\$37.60
Personal Care General High Range - Couple Above \$108,543	GST Free	\$36.70	\$37.60
Personal Care General High Range - Family Above \$111,941	GST Free	\$36.70	\$37.60
Respite Care			
Respite Care Low Fee Range			
Respite Care Low fee range - Single Up to \$26,933	GST Free	\$2.60	\$2.65
Respite Care Low fee range - Single \$26,933 to \$36,972	GST Free	\$3.00	\$3.10
Respite Care Low fee range - Couple Up to \$41,740	GST Free	\$2.60	\$2.65
Respite Care Low fee range - Couple \$41,740 to \$56,589	GST Free	\$3.00	\$3.10
Respite Care Low fee range - Family Up to \$47,844	GST Free	\$2.60	\$2.65
Respite Care Low fee range - Family \$47,844 to \$62,693	GST Free	\$3.00	\$3.10
Respite Care Medium Fee Range			
Respite Care General Medium fee range - Single \$36,972 to \$51,712	GST Free	\$3.45	\$3.55
Respite Care General Medium fee range - Single \$51,712 to \$66,452	GST Free	\$4.30	\$4.40
Respite Care General Medium fee range - Single \$66,452 to \$81,192	GST Free	\$4.40	\$4.50
Respite Care General Medium fee range - Couple \$56,589 to \$73,907	GST Free	\$3.45	\$3.55

Attachment 1 - DRAFT 2017-18 City of Yarra Budget**Yarra City Council – Draft Budget 2017-18**

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Respite Care General Medium fee range - Couple \$73,907 to \$91,225	GST Free	\$4.30	\$4.40
Respite Care General Medium fee range - Couple \$91,225 to \$108,543	GST Free	\$4.40	\$4.50
Respite Care General Medium fee range - Family \$62,693 to \$79,109	GST Free	\$3.45	\$3.55
Respite Care General Medium fee range - Family \$79,109 to \$95,525	GST Free	\$4.30	\$4.40
Respite Care General Medium fee range - Family \$95,525 to \$111,941	GST Free	\$4.40	\$4.50
Respite Care High Fee Range			
Respite Care General High Range - Single Above \$81,192	GST Free	\$33.80	\$34.65
Respite Care General High Range - Couple Above \$108,543	GST Free	\$33.80	\$34.65
Respite Care General High Range - Family Above \$111,941	GST Free	\$33.80	\$34.65
Home Maintenance			
Home Maintenance Low Fee Range			
Home Maintenance Low fee range - Single Up to \$26,933	GST Free	\$4.25	\$4.35
Home Maintenance Low fee range - Single \$26,933 to \$36,972	GST Free	\$6.65	\$6.80
Home Maintenance Low fee range - Couple Up to \$41,740	GST Free	\$4.25	\$4.35
Home Maintenance Low fee range - Couple \$41,740 to \$56,589	GST Free	\$7.80	\$8.00
Home Maintenance Low fee range - Family Up to \$47,844	GST Free	\$4.25	\$4.35
Home Maintenance Low fee range - Family \$47,844 to \$62,693	GST Free	\$7.80	\$8.00
Home Maintenance - Medium Fee Range			
Home Maintenance Medium Fee Range Single - \$36,972 to \$81,194	GST Free	\$16.40	\$16.80
Home Maintenance Medium Fee Range Couple - \$56,589 to \$108,543	GST Free	\$16.40	\$16.80
Home Maintenance Medium Fee Range Family - \$62,693 to \$111,941	GST Free	\$16.40	\$16.80
Home Maintenance - High Fee Range			
Home Maintenance High Range - Single Above \$81,192	GST Free	\$47.30	\$48.50
Home Maintenance High Range - Couple Above \$108,543	GST Free	\$47.30	\$48.50
Home Maintenance - Family Above \$111,941	GST Free	\$47.30	\$48.50
Delivered / Centre Meals			
Delivered / Centre Meals -Low Fee Range			
Delivered / Centre Meals Single up to \$36,972	GST Free	\$6.20	\$6.35
Delivered / Centre Meals Couple Up to \$56,589	GST Free	\$6.20	\$6.35
Delivered / Centre Meals Family Up to \$62,693	GST Free	\$6.20	\$6.35
Delivered / Centre Meals - Medium Fee Range			
Delivered / Centre Meals Single - \$36,438 to \$81,192	GST Free	\$8.00	\$8.20
Delivered / Centre Meals Couple - \$56,589 to \$108,543	GST Free	\$8.00	\$8.20
Delivered / Centre Meals Family - \$62,693 to \$111,941	GST Free	\$8.00	\$8.20

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Delivered / Centre Meals - High Fee Range			
Delivered / Centre Meals- Single Above \$81,192	GST Free	\$20.90	\$21.40
Delivered / Centre Meals - Couple Above \$108,543	GST Free	\$20.90	\$21.40
Delivered / Centre Meals - Family Above \$111,941	GST Free	\$20.90	\$21.40
Willowview			
Willowview - High Care			
Willowview - Outing Group			
Willowview - Low Fee Range Single up to \$36,972	GST Free	\$7.70	\$7.90
Willowview - Low Fee Range Couple Up to \$56,589	GST Free	\$7.70	\$7.90
Willowview - Low Fee Range Family Up to \$62,693	GST Free	\$7.70	\$7.90
Willowview - Medium Fee Range Single - \$36,972 to \$81,194	GST Free	\$7.70	\$7.90
Willowview - Medium Fee Range Couple - \$56,589 to \$105,543	GST Free	\$7.70	\$7.90
Willowview - Medium Fee Range Family - \$62,693 to \$111,941	GST Free	\$7.70	\$7.90
Willowview - High Fee Range - Single Above \$81,192	GST Free	\$19.45	\$19.95
Willowview - High Fee Range - Couple Above \$108,543	GST Free	\$19.45	\$19.95
Willowview - High Fee Range - Family Above \$111,941	GST Free	\$19.45	\$19.95
Additional charge applies to Willowview Outing Group only if meal provided by the service	GST Free	\$4.80	\$4.90
Home Care Packages (HCP)			
<i>Rates negotiable in special circumstances. Refer Aged & Disability Services - Home Care Packages Policy</i>			
Linkage Program- Monthly Case Management Fee	Taxable	0-\$258 per month	TBA
<i>Based upon HACC services used and other services as negotiated</i>			
All Meals	Taxable	\$19.35	\$19.85
Home/Personal/Respite Care (8.00am to 6.00pm Monday to Friday)	Taxable	\$45.00	\$46.15
Home/Personal/Respite Care (6.00pm to 8.00am Monday to Friday)	Taxable	\$95.60	\$98.00
Home/Personal/Respite Care (6.00pm Friday to 8.00am Monday)	Taxable	\$95.60	\$98.00
Adult Day Care	Taxable	\$33.20	\$34.05
PARKING SERVICES			
Parking Fees - meters/ticket machines (per hour)	Taxable	\$4.00	\$4.00
All Day Parking (various locations)	Taxable	\$11.00 per day	\$12.00
Night parking rate	Taxable	New Fee	\$12.00
Occupation of parking bays - parking meter/first day- Non Commercial Street	Taxable	\$55.00	\$60.00
Occupation of parking bays - parking meter/subsequent day- Non Commercial Street	Taxable	\$27.00	\$30.00
Occupation of parking bays - parking meter/first day- Commercial Street	Taxable	New Fee	\$100.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget**Yarra City Council – Draft Budget 2017-18**

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Occupation of parking bays - parking meter/subsequent day- Commercial street	Taxable	New Fee	\$50.00
Parking Permits - 1st Resident permit	GST Free	\$36.00	\$37.00
Parking Permits - 2nd Resident permits	GST Free	\$91.00	\$93.00
Parking Permits - 3rd Resident permits	GST Free	\$171.00	\$175.00
Parking Permits - Business - 1st permit	Taxable	\$124.00	\$127.00
Parking Permits - Business - 2nd and subsequent permits	Taxable	\$230.00	\$236.00
Parking Permits - Disabled	GST Free	No Charge	No charge
Parking Permits - 1st Visitor permit	GST Free	\$36.00	\$37.00
Parking Permits - 2nd Visitor permits	GST Free	\$91.00	\$93.00
Parking Permits - 3rd Visitor permits	GST Free	\$171.00	\$175.00
Vehicle tow-away - impounding fee	Taxable	\$403.00	\$415.00
Derelict vehicles/pound fee - abandoned/unregistered vehicle	Taxable	\$403.00	\$415.00
Installation of Loading Zone	Taxable	New Fee	\$200.00
LOCAL LAWS/LEGISLATIVE SERVICES			
Footpath Trading -Application/ Inspection fee (Non- refundable)	GST free	\$50.00	\$52.00
Footpath heaters	GST free	\$100.00	\$103.00
Footpath awning fee	GST free	\$200.00	\$205.00
Local laws Permit refund fee	GST free	\$100.00	\$103.00
Planter Box/Tubs (Excludes Tables & Chairs) Footpath trading only	GST free	\$50.00	\$52.00
Footpath/nature strip garden agreement fee	GST free	New Fee	\$20.00
Footpath/nature strip planter box yearly rental fee	GST free	New Fee	\$55.00
Additional miscellaneous item Footpath trading	GST free	\$50.00	\$52.00
Mobile Food Vans - Normal Rate	GST free	\$2,400.00	\$2,460.00
Mobile Food Vans - Concession Rate (Yarra Resident Only)	GST free	\$1,700.00	\$1,745.00
Mobile food van - small private events permit 1 day or less	GST Free	New fee	\$100.00
Mobile food van- Charity or Non for profit event.	GST Free	New Fee	\$0.00
Significant tree Application fee(Non-refundable)	GST free	\$130.00	\$140.00
Significant Tree Permit- Removal	GST free	\$200.00	\$205.00
Significant Tree Permit- Pruning only	GST free	\$100.00	\$103.00
Excess Animal Permit- Application Fee (Non Refundable)	GST free	\$50.00	\$52.00
Cat trap- rental per week	GST free	\$20.00	\$21.00
Commercial dog walking permit (annual permit)	GST free	\$100.00	\$103.00
Excess Animal Permit-Fee	GST free	\$50.00	\$52.00
Temporary Public Space Licences up to 7 days	GST free	\$62.00	\$64.00
Local law permit application fee(As required)	GST free	\$50.00	\$52.00
Busking Permit (Monthly charge)	GST free	\$13.00	\$13.50
Planter box/tubs- Laneway garden permit fee	GST free	\$50.00	\$52.00
General Local Law Permit	GST free	\$314.00	\$322.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Temporary Public space permit- Promotional Short Term (1) 0- 3 days	GST free	\$100.00	\$103.00
Temporary Public space permit- Promotional Short Term (2) 3- 7 days where admin/detailed review required	GST free	\$160.50	\$165.00
Local Laws permit Inspection fee- After hours	GST free	\$100.00	\$150.00
Miscellaneous / Impound release Fee	GST free	\$102.00	\$105.00
Shopping Trolley Release fees	GST free	\$60.00	\$62.00
Public Space Licences			
Items on Footpath:			
Advertising Sign - per sign (licensed)	GST Free	\$165.00	\$170.00
Advertising Sign - per sign (unlicensed)	GST Free	\$112.00	\$115.00
Goods Display	GST Free	\$382.00	\$395.00
Tables & Chairs:			
Licensed premises - per table over 800mm(Including benches)	GST free	\$85.00	\$87.00
Licensed Premises - per table up to 800mm	GST Free	\$74.00	\$76.00
Licensed Premises - per chair (600mm =1 Chair)	GST Free	\$68.00	\$70.00
Unlicensed Premises - per table over 800mm (including benches)	GST Free	\$85.00	\$87.00
Unlicensed Premises - per table up to 800mm	GST Free	\$74.00	\$76.00
Unlicensed Premises - per chair (600mm = 1 Chair)	GST Free	\$20.00	\$21.00
Real Estate Sign License	GST Free	\$740.00	\$760.00
Mobile Food Van public land (Once off day rate)	GST Free	\$314.00	\$320.00
Local Laws application and permit fee- Political parties (Election caretaker periods only)		\$0.00	\$0.00
Local Law application and permit fee- charity/non for profit		\$0.00	\$0.00
Kerb Market			
Gleadell Street Market (per stall)	Taxable	\$82.00	\$84.00
Other			
Miscellaneous / Impound Fee	Taxable	\$102.00	\$105.00
Planning Enforcement			
Liquor Licensing Advice Requests	Taxable	\$150.00	\$155.00
ANIMAL CONTROL			
COMMUNITY AMENITY - (Local Laws and Animal Control)			
Dog Registration			
Standard Maximum Fee	GST Free	\$188.00	\$194.00
Standard Reduced Fee	GST Free	\$60.00	\$62.00
Concessional Maximum Fee	GST Free	\$94.00	\$97.00
Concessional Reduced Fee	GST Free	\$17.00	\$18.00
Registration – Declared menacing, dangerous & restricted breed dogs	GST Free	\$320.00	\$330.00
Cat Registration			
Standard Maximum Fee	GST Free	\$105.00	\$108.00
Standard Reduced Fee	GST Free	\$35.00	\$36.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Concessional Maximum Fee	GST Free	\$52.00	\$54.00
Concessional Reduced Fee	GST Free	\$12.50	\$13.00
Animal Registration refund	GST Free	New Fee	50% refund until 1 Oct. After that date no refunds
Replacement Animal Registration tag	Taxable	\$5.00	\$5.00
Animal Pound Release fees			
Release fee - Dog	Taxable	\$90.00	\$95.00
Release fee - Cat	Taxable	\$35.00	\$36.00
Livestock (small)	Taxable	\$55.00	\$57.00
Livestock (large)	Taxable	\$200.00	\$205.00
Registration of Domestic Animal Business			
Annual Registration Fee	Taxable	\$380.00	\$390.00
Domestic Animal Business registration refund	GST Free	New Fee	50% refund until 1 Oct. After that date no refunds
Transfer Fee	Taxable	\$27.00	\$28.00
Request for copy of dog/cat registration certificate (per entry)	Taxable	\$98.00	\$100.00
Service Requests - Animal Control	Taxable	\$72.00	\$74.00
Inspection of Dog/Cat register (per entry)	GST Free	\$20.00	\$21.00
Deposit Cat trap(Refundable)	GST Free	\$100.00	\$103.00
FOOD PREMISES			
Class 1 or Class 2 Premises			
Renewals	GST Free	\$540.00	\$560.00
Additional fee for each employee over 10.	GST Free	\$27.00	\$28.00
New Registrations			
Application fee	GST Free	\$270.00	\$280.00
Registration fee	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfer Fee	GST Free	\$270.00	\$280.00
Re-inspection Fee	GST Free	\$135.00	\$140.00
Additional Assessment Fee (Section 19H)	GST Free	\$270.00	\$280.00
Class 3 and Not for Profit Class 1 and 2 Food Premises			
Renewals	GST Free	\$270.00	\$280.00
Additional fee for each employee over 10.	GST Free	\$13.50	\$14.00
New Registrations	GST Free		
Application fee	GST Free	\$135.00	\$140.00
Registration fee	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Transfer Fee	GST Free	\$135.00	\$140.00
Re-inspection Fee	GST Free	\$67.50	\$70.00
Additional Inspection Fee Under 19(H)	GST Free	\$135.00	\$140.00
Not for Profit Class 3 Food Premises			
Renewals	GST Free	\$135.00	\$140.00
Additional fee for each employee over 10.	GST Free	\$6.75	\$7.00
New Registrations			
Application fee	GST Free	\$67.50	\$70.00
Registration fee	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfer Fee	GST Free	\$67.50	\$70.00
Re-inspection Fee	GST Free	\$67.50	\$70.00
Additional Inspection Fee Under 19(H)	GST Free	\$135.00	\$140.00
TEMPORARY AND MOBILE FOOD PREMISES (registered via "Streatrader") and SHORT TERM REGISTRATIONS OF FOOD PREMISES (on request of proprietor).			
Once-off events (no more than two consecutive days operation) and component/s (per component) attached to a fixed registered (not Class 4) premises.			
Class 1 and 2.	GST Free	\$67.50	\$70.00
Class 3.	GST Free	\$33.75	\$35.00
Not for profit organisations - all classes.		No Charge	No charge
Short term registrations (less than 12 months - Note new approval fee does not apply), temporary and mobile food premises that are not "once off" events or components of a fixed registered premises, components of notified (Class 4) premises.			
Registrations for a period of up to 3 months.	GST Free	1/4 annual renewal fee	1/4 annual renewal fee
Registrations for a period of 3 to 6 months.	GST Free	1/2 annual renewal fee	1/2 annual renewal fee
Registrations for a period of more than 6 months will be treated as a 12 month registration.	GST Free	Full annual renewal fee	Full annual renewal fee
Re-inspection Fee (temp and mobile food premises).	GST Free	\$67.50	\$70.00
PRESCRIBED ACCOMMODATION PREMISES			
Commercial			
Renewals			
Premises accommodating not more than 5 persons	GST Free	\$250.00	\$260.00
Additional fee for each additional person than can be accommodated in excess of 5	GST Free	\$12.50	\$13.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
New Registrations			
Application fee	GST Free	\$125.00	\$130.00
Registration fee	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfers	GST Free	\$125.00	\$130.00
Not For Profit			
Renewals			
Premises accommodating not more than 5 persons	GST Free	\$125.00	\$130.00
Additional fee for each additional person than can be accommodated in excess of 5	GST Free	\$6.25	\$6.50
New Registrations			
Application fee	GST Free	\$62.50	\$65.00
Registration fee	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfers	GST Free	\$62.50	\$65.00
PREMISES PROVIDING PERSONAL SERVICES (Hairdressers, Beauty Salons, Ear Piercing, Tattooing, Skin Penetration)			
Renewals	GST Free	\$172.00	\$178.00
New Registrations			
Application fee	GST Free	\$86.00	\$89.00
Registration fee	GST Free	Pro-rata of renewal fee excluding low risk premises where the full renewal fee applies as registration is not subject to renewal.	Pro-rata of renewal fee excluding low risk premises where the full renewal fee applies as registration is not subject to renewal.
Transfer Fee	GST Free	\$86.00	\$89.00
<i>If proprietor is a not for profit/charitable organisations above will be discounted by 50%. No current applicant are NFP</i>			
OTHER FEES			
Overdue Registration Renewal Fee	GST Free	\$135.00	\$140.00
Waste Water System Approval	GST Free	\$258.00	\$265.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Refund of annual renewal of registration fee for registered premises that closes before expiry date		Business closes: in first quarter of annual period – refund half of renewal fee,	Business closes: in first quarter of annual period – refund half of renewal fee,
		in second quarter of year – refund one quarter of renewal fee, in second half of year – no refund.	in second quarter of year – refund one quarter of renewal fee, in second half of year – no refund.
Information/Service Fees			
Copy of Certificate of Analysis for person from whom sample obtained	Taxable	No Charge	No charge
Copy of Registration Certificate - Only available to current proprietor	Taxable	\$48.00	\$50.00
Extract of premises register	GST Free	No Charge	No Charge
Professional services (EHO) as requested			
Rate per hour	Taxable	\$136.00	\$140.00
RECREATION			
Multi-purpose Sporting Facilities - Casual Fees			
Victoria Park			
Commercial per hour	Taxable	\$260.00	\$270.00
Concession 1 per hour	Taxable	\$78.00	\$80.00
Concession 2 per hour	Taxable	\$36.00	\$37.00
Concession 3 per hour	Taxable	No Charge	No charge
Victoria Park Sherrin Stand Change Rooms (per session 3 hr maximum)			
Commercial	Taxable	\$260.00	\$268.00
Concession 1	Taxable	\$82.00	\$84.00
Concession 2	Taxable	\$36.00	\$37.00
Concession 3	Taxable	No Charge	No charge
Casual Sports Ground Hire - Bastow Reserve No1, Fletcher Reserve 1, Yambla Reserve, Ramsden Street Reserve, Fairfield Park Reserve, Burnley Oval, W.T. Peterson, Loughnan Oval, Citizens Oval, Alphington Park Oval - per session, maximum of 3 hours			
Commercial	Taxable	\$315.00	\$325.00
Concession 1	Taxable	\$78.00	\$80.00
Concession 2	Taxable	\$28.00	\$29.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Concession 3	Taxable	No Charge	No charge
Casual Sports Ground Hire - Bastow Reserve No 2, Fletcher Reserve 2, Coulson Reserve, Alfred Crescent Oval, Walker Street, Alain Bain Reserve - per session, minimum 3 hours			
Commercial	Taxable	\$160.00	\$165.00
Concession 1	Taxable	\$45.00	\$46.00
Concession 2	Taxable	\$15.00	\$15.50
Concession 3	Taxable	No Charge	No charge
Casual Pavilion Hire - Alfred Crescent, Alphington, Burnley, Coulson, Fairfield, Gillon, Graham, Johnson, Ramsden - New Fee			
Commercial fee - per hour	Taxable	\$105.00	\$108.00
Concession 2 - per hour	Taxable	\$18.00	\$18.50
Casual Hire - Stanton Street Hall (Table Tennis) - New Fee			
Commercial fee - per hour	Taxable	\$105.00	\$108.00
Concession 1 - per hour	Taxable	\$31.00	\$32.00
Concession 2 - per hour	Taxable	\$25.00	\$25.60
Concession 3 - per hour	Taxable	\$19.00	\$19.50
Key Bond for all sporting facilities - Casual	GST Free	\$95.00	\$100.00
Key Bond for all sporting facilities - Seasonal	GST Free	\$426.00	\$436.00
Note: Concession 1 = Non Yarra Based -Not For Profit Community Organisations & Yarra Based Private Schools			
Concession 2 = Registered Not for profit Yarra Community Groups and sporting clubs			
Concession 3 = Yarra based State and Catholic primary schools			
Pavilions - Seasonal Fee Per Team			
Category A: Graham, Johnson, Coulson, Ramsden, Fairfield, Burnley, Alfred Cres, Fitzroy Grandstand, and Gillon			
Senior Team	Taxable	\$416.00	\$426.00
Junior Team	Taxable	\$308.00	\$315.00
Category B: Yambla, Citizens, Bain and Alphington, George Knott			
Senior Team	Taxable	\$208.00	\$214.00
Junior Team	Taxable	\$154.00	\$158.00
Sportsgrounds - Seasonal Fee Per Team			
Turf Cricket: Loughnan, Citizens (Summer Turf Wicket)			
Senior Team	Taxable	\$3,156.00	\$3,240.00
Cricket Synthetic			
Senior Team	Taxable	\$1,274.00	\$1,300.00
Junior Team	Taxable	\$338.00	\$346.00
Football			
Senior Team	Taxable	\$1,070.00	\$1,096.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

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Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Junior Team	Taxable	\$582.00	\$596.00
Soccer			
Senior Professional Team	Taxable	\$4,180.00	\$4,290.00
Senior Team	Taxable	\$748.00	\$766.00
Junior Team	Taxable	\$291.00	\$298.00
Permit to hire Park for Commercial Fitness Trainers			
Annual Licence Fee	GST Free	\$289.00	\$296.00
CONSTRUCTION MANAGEMENT SUPPORT UNIT			
Counter Fast Track Assessment Fee	GST Free	\$50.00	\$70.00
Out of Hours Permit	GST Free	\$166.90	\$171.90
Out of Hours Inspection - minimum fee	Taxable	\$426.40	\$439.20
Asset Protection Permit			
Works up to \$10k			no fee
Works between \$10,001 and \$500K Application Fee	Taxable	\$228.80	\$235.70
Works more than \$501K Application Fee	Taxable	\$688.50	\$709.20
Local Law Vehicle Crossing Permit			
Private Single Dwelling Vehicle Crossing	GST Free	\$426.40	\$439.20
Commercial/Industrial Vehicle Crossing	GST Free	\$630.00	\$648.90
Profile Design Service	Taxable	\$244.40	\$344.00
Local Law Road Occupation Permit			
Permit	GST Free	\$77.00	\$79.30
Inspection (Mon - Fri)	Taxable	\$140.40	\$144.60
Inspection (Weekends) - Minimum	Taxable	\$426.40	\$439.20
Private Single Dwelling and local shop trader Occupancy per sq. metre per week	Taxable	\$4.68	\$4.80
Commercial License/Occupancy per sq. metre per week	Taxable	\$8.50	\$8.75
Plant and Equipment - Permits – Private single dwelling and local shop traders.	GST Free	\$147.70	\$152.10
Plant and Equipment Permit - Commercial – Local road Lane closure, footpath occupation, laneway closure	Taxable	\$250.00	\$257.50
Plant and Equipment Permit - Commercial – Local road Full road closure	Taxable	\$350.00	\$360.50
Plant & Equipment Permits – Commercial Collector Road or Arterial Road Lane closure, footpath occupation	Taxable	\$350.00	\$360.50
Plant & Equipment Permit – Commercial Collector road Full road closure	Taxable	\$500.00	\$515.00
Plant & Equipment Permit - House Module	Taxable	\$500.00	\$515.00
Plant & Equipment - Inspections (Mon to Fri) Private single dwelling and local shop traders.	Taxable	\$140.40	\$144.60

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Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Plant & Equipment - Inspections (Mon to Fri) Commercial – includes house modules.	Taxable	\$250.00	\$257.50
Plant & Equipment – Inspections (all out of hours)- Minimum	Taxable	\$426.40	\$439.20
Skip placement - per day unmetered	GST Free	\$21.80	\$22.50
Skip placement - per day metered	GST Free	\$59.30	\$61.00
Container Permit - (20') per day	GST Free	\$126.90	\$130.70
Container Permit - (40') per day	GST Free	\$252.70	\$260.30
Filming in municipality/commercial still photography (per film):			
Commercial Profit Making-Film/Ad Producers-Major impact: Permit	Taxable	\$1,158.60	\$1,193.40
Filming (incl ads/still photography) inspection (Mon to Fri)	Taxable	\$140.40	\$144.60
Filming (incl ads/still photography) inspection (Weekends)	Taxable	\$426.40	\$439.20
Small Budget productions (incl films & ads)- Minor impact: Permit	Taxable	\$387.90	\$399.50
Student Filming (including still photography)	GST Free	No Charge	No Charge
Non Profit Making Filming (including still photography)	GST Free	No Charge	No Charge
Road / Footpath Openings			
Consent (RMA 2004)			
Permit – minimum*	GST Free	\$77.00	Adopt Statutory fee
Inspection (Mon - Fri)	Taxable	\$140.40	\$144.60
Inspection (Weekends) – Minimum	Taxable	\$426.40	\$439.20
Road reinstatement (See notes)			
Road - deep lift asphalt/concrete/bluestone (per square metre) (minimum charge \$800)	GST Free	\$286.00	\$300.00
Road - asphalt/concrete <100mm (per square metre) (minimum charge \$500)	GST Free	\$179.90	\$200.00
Footpath - residential - asphalt (as per YSD33 RAF) less than 60mm (per square metre) (minimum charge \$500)	GST Free	\$142.50	\$180.00
Footpath - industrial - asphalt / concrete (as per YSD33 IAF & CF) greater than 60mm & less than equal to 100mm (per square metre) (minimum charge \$800)	GST Free	\$208.00	\$250.00
Footpath - industrial - concrete with asphalt surface (as per YSD33 ICAF) <=170mm (per square metre) (minimum charge \$800)	GST Free	\$254.80	\$280.00
Traffic Management	GST Free	New Fee	\$500.00
Parking sensor removal/reinstatement (up to 10)	Taxable	New Fee	\$1,000.00
Additional sensors greater than 10	Taxable	New Fee	\$100 per sensor
50% surcharge applies for a 48 hour response time			
Replacement of Damaged Sensor Unit	GST Free	New Fee	\$900.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Notes:			
[^] Areas greater than 40m ² or greater than 30 lineal metres Council may consider a reduced charge			
* In accordance with the Road Management Act 2004			
CHILD CARE			
Late Fee- Children's Services			
Late Fee for Vac Care, ASC, LDC, Kinder.	GST Free	New Fee	\$25.00
		New Fee	1.30 per minute
Outside School Hours Care			
After School Care Fee - Regular	GST Free	\$16.00 Jul-Dec 2016	\$17.00 Jul - Dec 2017
After School Care Fee - Regular	GST Free	\$17.00 Jan - June 2017	\$18.00 Jan - Jun 2018
After School Care Fee - Casual	GST Free	\$19.00 Jul-Dec 2016	\$20.00 Jul - Dec 2017
After School Care Fee - Casual	GST Free	\$20.00 Jan - June 2017	\$20.50 Jan - Jun 2018
After School Care Fee - Curriculum Day	GST Free	\$45.00 Jul-Dec 2016	\$47.00 Jul - Dec 2017
After School Care Fee - Curriculum Day	GST Free	\$47.00 Jan - June 2017	\$48.20 Jan - Jun 2018
After School Care Fee - Curriculum Half Day	GST Free	\$26.00 Jul-Dec 2016	\$27.00 Jul - Dec 2017
After School Care Fee - Curriculum Half Day	GST Free	\$27.00 Jan - June 2017	\$27.70 Jan - Jun 2018
After School Care Fee - End of Term	GST Free	\$22.00 Jul-Dec 2016	\$23.00 Jul - Dec 2018 2017
After School Care Fee - End of Term	GST Free	\$23.00 Jan - June 2017	\$23.60 Jan - Jun 2018
After School Care Fee - End of Year	GST Free	\$25.00 Jul-Dec 2016	\$26.00 Jul - Dec 2017
After School Care Fee - End of Year	GST Free	\$26.00 Jan-Jun 2017	\$26.70 Jan - Jun 2018
Vacation Care Fee - All Day	GST Free	\$50.00 Jul-Dec 2016	\$52.00 Jul - Dec 2017
Vacation Care Fee - All Day	GST Free	\$52.00 Jan-Jun 2017	\$53.50 Jan-Jun 2018
Vacation Care Excursion Fee - All Day	GST Free	\$60.00 Jul-Dec 2016	\$62.50 Jul - Dec 2017
Vacation Care Excursion Fee - All Day	GST Free	\$62.50 Jan - Jun 2017	\$66.00 Jan - Jun 2018

Attachment 1 - DRAFT 2017-18 City of Yarra Budget**Yarra City Council – Draft Budget 2017-18**

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Long Day Care			
One to Four Days (per Day)	GST Free	\$109.00 Jul- Dec 2016	\$113.50 Jul - Dec 2017
One to Four Days (per Day)	GST Free	\$113.50 Jan - Jun 2017	\$116.5 Jan - Jun 2018
Pre School 3 Year Olds			
1 Session per Term	GST Free	\$240.00 Jul – Dec 2016	\$249.50 Jul - Dec 2017
1 Session per Term	GST Free	\$249.50 Jan - Jun 2017	\$394.50 Jan - Jun 2018
Health Care Card Holders			
Health Care 1 session per term	GST Free	\$122.00	\$125.10
Pre School 4 Year Olds			
July to December	GST Free	\$357.80	
January to June 2017	GST Free	\$372.00	\$381.50
Occasional child care			
OCC Casual	GST Free	\$10.00	\$11.00
OCC Member	GST Free	\$6.50	\$7.00
Concession	GST Free	\$3.20	\$4.20
10 OCC sessions	GST Free	\$74.00	\$76.00
Occasional Care Connie Benn	GST Free	\$18.00	\$28.00
Occasional Care Connie Benn Concession	GST Free	\$9.00	\$10.00
Youth Services			
Teenage Holiday Programs	Taxable	\$19.00	\$19.50
Teenage Holiday Programs - Concession	Taxable	\$3.20	\$3.50
Hire of Meeting Rooms - Connie Benn Centre			
Concessional Rate Half Day	Taxable	\$30.00	\$30.75
Concessional Rate Full Day	Taxable	\$50.00	\$51.25
Commercial Rate Half Day	Taxable	\$100.00	\$102.50
Commercial Rate Full Day	Taxable	\$180.00	\$184.50
Community Kitchen			
Concessional Rate Half Day	Taxable	\$40.00	\$41.00
Concessional Rate Full Day	Taxable	\$70.00	\$71.75
Commercial Rate Half Day	Taxable	\$100.00	\$102.50
Commercial Rate Full Day	Taxable	\$180.00	\$184.50
Training Room			
Concessional Rate Half Day	Taxable	\$50.00	\$51.25
Concessional Rate Full Day	Taxable	\$100.00	\$102.50
Commercial Rate Half Day	Taxable	\$100.00	\$102.50
Commercial Rate Full Day	Taxable	\$180.00	\$184.50

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Consultation Room			
Concessional Rate per hour	Taxable	\$30.00	\$30.75
Concessional Rate Full Day	Taxable	\$80.00	\$82.00
Commercial Rate per hour	Taxable	\$40.00	\$41.00
Commercial Rate Full Day	Taxable	\$150.00	\$153.75
Playgroup Room 2			
Concessional Rate per 2 hour session	Taxable	\$40.00	\$41.00
Commercial Rate per hour	Taxable	\$30.00	\$30.75
Commercial Rate Full Day	Taxable	\$150.00	\$153.75
Front Room			
Concessional Rate Half Day	Taxable	\$20.00	\$20.50
Concessional Rate Full Day	Taxable	\$50.00	\$51.25
Commercial Rate Half Day	Taxable	\$30.00	\$30.75
Commercial Rate Full Day	Taxable	\$100.00	\$102.50
Foyer Room (evening and weekend hire only)			
Concessional Rate Half Day	Taxable	\$60.00	\$61.50
Concessional Rate Full Day	Taxable	\$100.00	\$102.50
Commercial Rate Half Day	Taxable	\$80.00	\$82.00
Commercial Rate Full Day	Taxable	\$150.00	\$153.75
Groups auspiced by Council business units	GST Free	No Charge	No charge
MATERNAL & CHILD HEALTH			
Vaccine			
Immunisation - vaccinations	GST Free	Fee varies with Vaccine	Fee varies with Vaccine
Vaccine			
Immunisation - alternative vaccinations	GST Free	Fee varies with Vaccine	Fee varies with Vaccine
Vaccine			
Infant screening program 0 to 4 years	GST Free	No Charge	No Charge
New/Existing Mothers Screening program (Infants 0 to 4 years)	GST Free	No Charge	No Charge
General parenting advice & support	GST Free	No Charge	No Charge
Assessment & referral service	GST Free	No Charge	No Charge
Outreach for geographically isolated young mothers	GST Free	No Charge	No Charge
Outreach for young mothers of Koori/different ethnic backgrounds	GST Free	No Charge	No Charge

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Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
PLANNING/SUBDIVISION			
Amendments to Planning Scheme*			
Request to amend planning scheme - a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	GST Free	\$798.00	\$2,871.60
Consideration of submissions to Amendment and reference to panel*:	GST Free	\$798.00	refer below
a) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel;	GST Free	N/A	\$14,232.70
b) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel	GST Free	N/A	\$28,437.60
c) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel	GST Free	N/A	\$38,014.40
Adoption of an Amendment	GST Free	\$524.00	\$453.10
Approval of an Amendment	GST Free	\$798.00	\$453.10
Amendments under 20A	GST Free	\$798.00	\$906.10
Amendments under 20(4)	GST Free		\$3,763.80
Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications			variable
For an agreement to a proposal to amend or end an agreement under section 173 of the Act			\$620.30
For the first 12 months from commencement of the regulations (13 October 2016), the fees for planning scheme amendments will be charged at 50% of the fees set out in regulations			
Applications for permits under s.47 of the Act*			
Class 1 Application for use only and Car Parking	GST Free	\$502.00	\$1,240.70
Residential & 1 Dwelling on a lot*			
Class 2 ≤ \$10,000	GST Free	\$239.00	\$188.20
Class 3 >\$10,001 - \$100,000	GST Free	New Fee	\$592.50
Class 4 >\$100,001 - \$500,00	GST Free	New Fee	\$1,212.80
Class 5 >\$500,001 - \$1,000,000	GST Free	New Fee	\$1,310.40
Class 6 > \$1,000,001 - \$2,000,000	GST Free	New Fee	\$1,407.90
VICSMART Applications*			
Class 7 ≤ \$10,000	GST Free	New Fee	\$188.20
Class 8 >\$10,000	GST Free	New Fee	\$404.30
Class 9 VICSMART application to subdivide or consolidate land	GST Free	New Fee	\$188.20

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

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Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Multi Development & Commercial Use*			
Class 10 ≤ \$100,000	GST Free	102 (category range change)	\$1,080.40
Class 11 >\$100,001 - \$1,000,000	GST Free	815 (category range change)	\$1,456.70
Class 12 > \$1,000,001 - \$5,000,000	GST Free	1153 (category range change)	\$3,213.20
Class 13 > \$5,000,001 - \$15,000,000	GST Free	4837 (category range change)	\$8,189.80
Class 14 > \$15,000,001 - \$50,000,000	GST Free	8064 (Category range change)	\$24,151.10
Class 15 >\$50,000,001 - up until 12 October 2017	GST Free		\$27,141.20
Class 15 >\$50,000,001 - from 13 October 2017	GST Free	\$16,130.00	\$54,282.40
Subdivision*			
Class 16 Subdivide an existing building	GST Free	\$386.00	\$1,240.70
Class 18 Subdivide land into 2 lots	GST Free	\$386.00	\$1,240.70
Class 18 To effect a realignment of a common boundary between lots or to consolidate two or more lots	GST Free	\$386.00	\$1,240.70
Class 19 Subdivide land (per 100 lots created)	GST Free	\$781.00	\$1,240.70
Class 20 To: a) create, vary a restriction within the meaning or the Subdivision Act 1988, or b) Create or remove a right of way; or c) Create, vary or remove an easement other than a right of way; or d) Vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant	GST Free	\$249.00	\$1,240.70
Class 21 A permit not otherwise provided for in the regulation	GST Free	New Fee	\$1,240.70
Fees to amend applications*			
Request to amend an application for permit	GST Free	\$102.00	40% of new applicable fee
Applications for amendments to permit under s.72 of the Act*			
Class 1. To change permitted use	GST Free	\$502.00	\$1,240.70
Class 2. To change what the permit allows, change conditions, etc.	GST Free	\$502.00	\$1,240.70
Single Dwelling amendment (Class 2 - 6)*			
Class 3 - Class 2 Permit	GST Free	\$239.00	\$188.20
Class 4 - Class 3 Permit	GST Free	New Fee	\$592.50
Class 5 - Class 4 Permit	GST Free	New Fee	\$1,212.80
Class 6 - Class 5 or 6 Permit	GST Free	New Fee	\$1,310.40

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
VICSMART Amendment (Class 7 - 9)*			
Class 7 - Class7 Permit	GST Free	New Fee	\$188.20
Class 8 - Class 8 Permit	GST Free	New Fee	\$404.30
Class 9 - To subdivide or consolidate land	GST Free	New Fee	\$188.20
Commercial and Multi development (Class 10-15)*			
Class 10 - Class 10 Permit	GST Free	Category range change	\$1,080.20
Class 11 - Class 11 Permit	GST Free	Category range change	\$1,456.70
Class 12 - Class 12, 13, 14, 15 Permit	GST Free	Category range change	\$3,213.20
Subdivision (Class 16 - 20) *			
Class 13. To subdivide an existing building (other than a class 9 permit)	GST Free	New Fee	\$1,240.70
Class 14. To subdivide land into 2 lots (other than a class 9 or class 16 permit)	GST Free	New Fee	\$1,240.70
Class 15. To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	GST Free	New Fee	\$1,240.70
Class 16. Subdivide land (other than a class 9, class 16, class17 or class 18 permit)	GST Free	New Fee	\$1240.70 per 100 lots created
Class 17 To: a) create, vary a restriction within the meaning or the Subdivision Act 1988, or b) Create or remove a right of way; or c) Create, vary or remove an easement other than a right of way; or d) Vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant	GST Free	New Fee	\$1,240.70
Class 18. A permit not otherwise provided for in the regulation.	GST Free	New Fee	\$1,240.70
Other Fees			
Application for Certificate of Compliance*	GST Free	\$147.00	\$306.70
Application for planning certificate*	GST Free	\$18.20	\$20.90 (hard copy) or \$7.00 (Electronic).
Determination whether anything is to Council's satisfaction*	GST Free	\$102.00	\$306.70
Request to extend expiry date of a permit	Taxable	\$400.00	\$420.00
Request to amend a permit / plans (other than under s.72)	Taxable	\$475.00	\$500.00
Property enquiry	Taxable	\$230.00	\$250.00
Advertising Letters and Notices (5 or more notices)	Taxable	\$5.50 per notice	\$5.60
On site notices	Taxable	\$55.00	\$60.00
Notice in a Newspaper	Taxable	\$1,161.60	\$1,161.60
Plans to comply with Condition 1 of the permit. Second and subsequent assessments.	Taxable	\$150.00	\$175.00

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Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Public Photocopier (per copy)	GST Free	\$0.50	Standard Fee
Plan photocopying (larger than A3)	taxable	\$16.00	Standard Fee
<i>*Denotes Statutory Charges regulated by State Government and cannot be increased</i>			
BUILDING CONTROL/REGULATION			
Lodgement Fees (building work permit)			
Value \$5,000 and greater*	GST Free	Adopt Statutory fee	Adopt Statutory fee
Building permit levy for a Building greater than \$10,000 (statutory fee) - Residential Only*	GST Free	cost x 0.00128	cost x 0.00128
Certificate S327 (incl. Flood Certificate)*	GST Free	Adopt Statutory fee	Adopt Statutory fee
Property information request (incl Solicitor 's request fee) (statutory fee) (incl inspections owner/builder projects)*	GST Free	Adopt Statutory fee	Adopt Statutory fee
BUILDING PERMIT FEES			
Class 1 & 10			
Demolish - detached dwelling	Taxable	\$1,120.10	\$1,153.70
Demolish - attached dwelling	Taxable	\$1,460.20	\$1,504.00
Demolish - commercial building	Taxable	\$1195.00 min \$748/floor	\$1230.90 min \$770/floor
Swimming Pools	Taxable	\$1,033.80	\$1,064.80
Fences (Class 10 Structure)	Taxable	\$811.20	\$835.50
Carports, Garages, Shed etc. (Class 10 Structure)	Taxable	\$1,048.30	\$1,079.70
Alterations & Additions - Up to \$10,000	Taxable	\$1,102.40	\$1,135.50
Alterations & Additions - \$10,001 - \$20,000	Taxable	\$1,378.00	\$1,419.30
Alterations & Additions - \$20,001 - \$50,000	Taxable	\$1,892.80	\$1,949.60
Alterations & Additions - \$50,001- \$150,000	Taxable	\$2,480.40	\$2,554.80
Alterations & Additions - \$150,001- \$230,000	Taxable	\$2,755.00	\$2,837.70
Alterations & Additions - \$230,001- \$300,000	Taxable	\$3,168.90	\$3,264.00
Alterations & Additions - \$300,001-\$400,000	Taxable	\$3,250.00	\$3,347.50
New dwellings : single	Taxable	\$2,851.70	\$2,937.30
New dwellings : 2 attached	Taxable	\$4,393.00	\$4,524.80
New Multiple Class 1 developments (Quotation)	Taxable	\$1,940/unit	\$1998.20/unit
Class 2, 3, 4, 5, 6, 7, 8 and 9			
Miscellaneous commercial work e.g. remove hydrant hose	Taxable	\$915.20	\$942.70
Up to \$30,000	Taxable	\$1,267.80	\$1,305.80
\$30,001 - \$50,000	Taxable	\$1,625.50	\$1,674.30
\$50,001 - \$100,000	Taxable	\$2,425.30	\$2,498.00
\$100,001 - \$300,000	Taxable	\$3,292.60	\$3,391.40

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

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Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
\$300,001 - \$500,000	Taxable	\$4,160.00	\$4,284.80
Class 2 (Residential fit outs)	Taxable	\$1,422.70	\$1,465.40
Over \$500,000 (quotation based on consulting building surveyors schedule)	Taxable	Quotation + 10%	Quotation + 10%
Extension of permit/application 3 /6/ 12 months	Taxable	\$550/\$650/\$790	\$566/\$670/\$814
Miscellaneous			
Building Record search Class 1 & 10	GST Free	\$92.60	\$95.40
Building Record search Class 2 - 9	GST Free	\$156.00	\$160.70
Consent & Report applications (other than demolition)*	GST Free	Adopt Statutory fee	Adopt Statutory fee
Consent and Report applications (demolition)*	GST Free	Adopt Statutory fee	Adopt Statutory fee
Consent and Report for Legal Point of Discharge*	GST Free	Adopt Statutory fee	Adopt Statutory fee
Report and consent advertising*	Taxable	\$93.80	\$96.60
Consulting charge out rate p/hr i.e. dilapidation surveys	Taxable	\$193.40	\$199.20
Inspection within City of Yarra	Taxable	\$193.40	\$199.20
Inspection outside City of Yarra	Taxable	Quotation + 10%	Quotation + 10%
Variation to Building Permit (change of details)	Taxable	\$456.60	\$470.30
Variation to Building Permit (amended documentation)	Taxable	\$660.00 (minimum)	\$679.80 min
Additional Occupancy Permits	Taxable	\$133.10	\$137.10
Siting Approval Public Entertainment – 1 Structure	Taxable	\$405.60	\$417.80
Siting Approval Public Entertainment – 1 Structure <10 business days prior	Taxable	New Fee	\$690.00
Siting Approval Public Entertainment – 2-5 Structures	Taxable	\$598.00	\$616.00
Siting Approval Public Entertainment – 2-5 Structures <10 business days prior	Taxable	New Fee	\$1,016.00
Siting Approval Public Entertainment – 6-9 Structures	Taxable	\$811.20	\$835.50
Siting Approval Public Entertainment – 6-9 Structures <10 business days prior	Taxable	New Fee	\$1,378.00
Siting Approval Public Entertainment – 10+ Structures	Taxable	\$1,092.00	\$1,124.80
Siting Approval Public Entertainment – 10+ Structures Late fee <10 business days prior	Taxable	New Fee	\$1,856.00
Public Entertainment Permits (temporary) Site up to 1,000m ² (Max. 5 structures 200 sq.m ea.)	Taxable	\$1,407.10	\$1,449.30
Public Entertainment Permits (temp) Site up to 1,000m ² (Max. 5 structures 200m ² ea.) <10 bus days prior	Taxable	New Fee	\$2,390.00
Public Entertainment Permits (temporary) Site 1,001 m ² to 5,000m ² (Max. 5 structures 200 sq.m ea.)	Taxable	\$1,549.60	\$1,596.00
Public Entertainment Permits (temp) Site 1,001 m ² to 5,000m ² (Max. 5 structures 200m ² ea.) <10 bus days prior	Taxable		\$2,632.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Public Entertainment Permits (temporary) Site 5,001 m ² to 10,000m ² (Max. 5 structures 200 sq.m ea.)	Taxable	\$2,340.00	\$2,457.20
Public Entertainment Permits (temp) Site 5,001 m ² to 10,000m ² (Max. 5 structures 200m2 ea.) <10 bus days prior	Taxable		\$3,977.00
Public Entertainment Permits (temporary) Site 10,001m ² * (Max.10 structures 200 sq.m ea.)	Taxable	\$3,380.00	\$4,500.00
Public Entertainment Permits (temp) Site 10,001m ² * (Max.10 structures 200m2 ea.) <10 bus days prior	Taxable		\$6,750.00
Public Entertainment Permits (temporary) additional structures over limit (per additional structure)	Taxable	\$114.40	\$117.80
Liquor Licence Reports (desktop check from scale drawings supplied by applicant - up to 500m2 of building)	Taxable	\$800.80	\$824.80
Liquor Licence Reports (site check and measure up to 500m2 of building)	Taxable	\$1,144.00	\$1,178.30
Change of Use/Combined Allotment Statements	Taxable	\$717.60	\$739.10
A1 Copies - per copy	Taxable	\$15.60	\$16.00
A3 Copies - per copy	Taxable	\$1.80	\$1.85
A4 Copies - per copy	Taxable	\$0.80	\$0.82
Emergency work/cost recovery	Taxable	Cost + 20%	Cost + 20%
Additional Consulting Services re Building Permits	Taxable	Quotation + 10%	Quotation + 10%
Final Inspection - (Class 1 & 10) Lapsed Building Permit - No Works	Taxable	\$370.20	\$381.30
Final Inspection - (Class 2 - 9) Lapsed Building Permit - No Works	Taxable	\$511.70	\$527.00
Additional Mandatory Inspections (weekdays)	Taxable	\$186.50	\$192.10
Mandatory inspections (weekend)	Taxable	\$385.00	\$396.60
Computation checking	Taxable	Quotation + 10%	Quotation + 10%
Certification fee	Taxable	Building Permit fee x 350% with a minimum fee of \$3,700.00 - Refer C.O.W	Building Permit fee x 350% with a minimum fee of \$3,811.00 - Refer C.O.W
Adjoining Property Owners Details (3 or more/search)	Taxable	\$50.00	\$51.50
Alternative Solution/ Dispensation/ Change of Use determination	Taxable	\$660.00 for first determination + \$66.00 per additional item	\$679.00 for first determination + \$68.00 per additional item

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
HIRE OF TOWN HALLS			
4 HOUR TOWN HALL BOOKINGS (Mon to Thurs) - FULL	Taxable	\$665.00	\$875.00
4 HOUR TOWN HALL BOOKINGS (Mon to Thurs) - CONCESSION	Taxable	\$532.00	\$545.00
Additional hourly commercial hire (Mon to Thurs) - FULL	Taxable	\$180.00	\$220.00
Additional hourly concession hire (Mon to Thurs) - CONCESSION	Taxable	\$108.00	\$110.00
8 HOUR TOWN HALL BOOKINGS (Fri to Sun & Public Holidays) - FULL	Taxable	\$2,200.00	\$2,260.00
8 HOUR TOWN HALL BOOKINGS (Fri to Sun & Public Holidays) - CONCESSION	Taxable	\$1,320.00	\$1,350.00
Additional hourly hire (Fri to Sun & Public Holidays) - FULL	Taxable	\$180.00	\$220.00
Additional hourly hire (Fri to Sun & Public Holidays) - CONCESSION	Taxable	\$108.00	\$110.00
Kitchen Use Only - per hour	Taxable	\$150 for 4 hours	N/A
Kitchen Use Only - per day	Taxable	\$250.00	\$260.00
Balcony	Taxable	\$400.00	\$415.00
Security Deposit	GST Free	minimum of \$1000	minimum of \$1000
Town Hall PLI Insurance Community	Taxable	\$79.00	\$80.00
Late Booking Fee	Taxable	\$45.00	\$45.00
Late Booking Change Administration Fee	Taxable	N/A	\$20.00
Sound Technician (per hour)	Taxable	N/A	\$45.00
Hire of Sound System * requires sound technician	Taxable	\$200.00	\$200.00
Hire of Inbuilt Projector	Taxable	\$150.00	\$150.00
Hire of Portable Projector	Taxable	\$50.00	\$50.00
Hire of Piano	Taxable	N/A	\$150.00
COMMUNITY HALLS			
Small Community Spaces (library meeting rooms, Williams Reserve Community Room, Hugo Wertheim Room, Radio Room)			
First 3 hours - FULL	Taxable	\$90.00	\$92.00
Additional hours (per hour) - FULL	Taxable	\$30.00	\$30.00
First 3 hours - CONCESSION	Taxable	\$15.00	\$16.00
Additional hours (per hour) - CONCESSION	Taxable	\$5.00	\$5.00
Groups auspiced by Council business units	Taxable	NO CHARGE	NO CHARGE
Security Deposit	Taxable	minimum of \$100	minimum of \$100
Community Hall PLI Insurance	Taxable	\$27.00	\$30.00
Medium Sized Community Spaces (Loughnan Hall, Mark Street Hall, Richmond Senior Citizens Centre, The Stables, Richmond Family Centre)			
First 3 hours - FULL	Taxable	\$165.00	\$169.00
Additional hours (per hour) - FULL	Taxable	\$55.00	\$56.00
First 3 hours - CONCESSION	Taxable	\$54.00	\$55.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Additional hours (per hour) - CONCESSION	Taxable	\$18.00	\$18.00
Groups auspiced by Council business units	GST Free	NO CHARGE	NO CHARGE
Security Deposit	GST Free	minimum of \$100	minimum of \$100
Community Hall PLI Insurance Community	Taxable	\$27.00	\$30.00
Large Community Spaces (Collingwood Senior Citizens Centre, Edinburgh Gardens Community Room, Studio 1, Community Space at Bargoonga Nganjin)			
First 3 hours - FULL	Taxable	\$187.50	\$193.00
Additional hours (per hour) - FULL	Taxable	\$62.50	\$64.00
First 3 hours - CONCESSION	Taxable	\$66.00	\$67.00
Additional hours (per hour) - CONCESSION	Taxable	\$22.00	\$22.00
Groups auspiced by Council business units	Taxable	NO CHARGE	NO CHARGE
Security Deposit	GST Free	minimum of \$100	minimum of \$100
Community Hall PLI Insurance Community	Taxable	\$27.00	\$30.00
Performance Spaces (Richmond Theatre)			
Day Rate- FULL	Taxable	N/A	\$1,000.00
Day Rate - CONCESSION	Taxable	N/A	\$550.00
7 Day Rate- FULL	Taxable	N/A	\$5,000.00
7 Day Rate - CONCESSION	Taxable	N/A	\$2,500.00
Security Deposit	GST Free	\$200.00	minimum of \$200
Community Hall PLI Insurance	Taxable	\$27.00	\$30.00
PARKS AND OPEN SPACE			
SITE FEES, OCCUPATION CHARGES & OTHER USAGE CHARGES			
Site fee for use of Parks, Reserve or Rotunda - Full	Taxable	\$150.00	\$155.00
Site fee for use of Parks, Reserve or Rotunda - Concession	N/A	NO CHARGE	NO CHARGE
Occupation of public land (roads, footpaths etc) for events - Full	Taxable	\$2 for every 5m2	\$3.50 for every 5m2
Occupation of public land (roads, footpaths etc) for events - Concession	Taxable	\$0.8 for every 5m2	\$0.9 for every 5m2
Power (per day)	Taxable	\$90.00	\$100.00
Open Space PLI Insurance Community	Taxable	\$29.00	\$30.00
Fairfield Amphitheatre			
Day Rate - Full	Taxable	\$300.00	\$350.00
Day Rate - Concession	Taxable	\$100.00	\$110.00
Power	Taxable	\$90.00	\$100.00
Kiosk	Taxable	\$90.00	\$90.00
Change Rooms	Taxable	\$90.00	\$90.00
Bond	GST Free	From \$100	From \$100
Burnley Circus Site			

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Day Rate - Full (performance/event day)	Taxable	\$900.00	\$950.00
Day Rate - Full (non-performance/event day)	Taxable	\$150.00	\$150.00
Day Rate - Concession	Taxable	NO CHARGE	NO CHARGE
Power (per day)	Taxable	N/A	\$100.00
Bond	GST Free	UP TO \$4,000	UP TO \$4,000
PERMITS			
Event Application Fee	Taxable	\$50.00	\$60.00
Market Permit (One Off fee) - Full	Taxable	\$350.00	\$400.00
Market Permit (One Off fee) - CONCESSION	Taxable	\$140.00	\$160.00
Minor Sound Permit	Taxable	N/A	\$50.00
Event Permit - Up to 100 persons with no structures and minimum risks			
Small Event Permit (per event day) - FULL	Taxable	\$100.00	\$105.00
Small Event Permit (per event day) - CONCESSION	GST Free	NO CHARGE	NO CHARGE
Event Permit - 100 persons 500 or with minimal structures and risks			
Medium Event Permit (per event day) - FULL	Taxable	\$250.00	\$260.00
Medium Event Permit (per event day) - CONCESSION	Taxable	\$100.00	\$105.00
Event Permit - 500 or more persons or with significant structures or risks, as assessed by council officer			
Major Event Permit (per event day) - FULL	Taxable	\$350.00	\$450.00
Major Event Permit (per event day) - CONCESSION	Taxable	\$100.00	\$110.00
YARRA LEISURE CENTRES			
Casual Entry			
Adult Swim	Taxable	\$6.50	\$6.70
Concession Swim	Taxable	\$3.30	\$3.70
Child Swim	Taxable	\$3.30	\$3.40
Family Swim	Taxable	\$15.00	\$15.40
Adult Swim, Spa & Sauna	Taxable	\$12.50	\$12.80
Swim Upgrade to S/S/S	Taxable	\$6.00	\$6.20
Swim Upgrade to S/S/S Concession	Taxable	\$3.00	\$3.40
Swim, Spa & Sauna (concession)	Taxable	\$6.30	\$7.00
Locker	Taxable	\$2.00	\$3.00
10 x Locker	Taxable	New Fee	\$27.00
City of Yarra Pensioner Swim	GST Free	No Charge	No Charge
Spectator	GST Free	\$2.00	\$2.00
Bulk Tickets			
10 Adult Swims	Taxable	\$58.50	\$60.00
10 Concession Swim	Taxable	\$29.30	\$33.00
25 Adult Swims	Taxable	\$130.00	\$133.30
25 Adult Swims Concession	Taxable	\$65.00	\$73.30

Attachment 1 - DRAFT 2017-18 City of Yarra Budget**Yarra City Council – Draft Budget 2017-18**

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
10 Child Swims	Taxable	\$29.30	\$30.40
25 Child Swims	Taxable	\$65.00	\$67.70
10 Swim, Spa, Sauna & Steam Concession	Taxable	\$56.30	\$62.60
25 Swim, Spa, Sauna & Steam Concession	Taxable	\$125.00	\$139.00
10 Group Fitness	Taxable	\$144.00	\$147.60
10 Group Fitness Concession	Taxable	\$72.00	\$81.20
25 Group Fitness	Taxable	\$320.00	\$328.00
25 Group Fitness Concession	Taxable	\$160.00	\$180.40
Lane Hire			
Commercial Lane Hire 25 metres	Taxable	\$46.00	\$47.00
Community Groups 25 Metres	Taxable	\$36.00	\$37.00
Commercial Lane Hire 50 metres	Taxable	\$60.00	\$62.00
Community Healthy Programs (Yarra Residents)	Taxable	No Charge	No Charge
Monthly Debit Fees			
Joining Fee	Taxable	\$99.00	\$99.00
Full (fortnightly)	Taxable	\$44.95	\$46.00
Full Concession (fortnightly)	Taxable	\$22.50	\$25.30
Full Student (fortnightly)	Taxable	\$41.80	\$42.80
Off Peak (fortnightly)	Taxable	\$40.40	\$41.40
Off Peak Concession (fortnightly)	Taxable	\$20.20	\$22.80
Off Peak Student (fortnightly)	Taxable	\$36.40	\$37.30
Aquatic (fortnightly)	Taxable	\$30.20	\$31.00
Aquatic Concession (fortnightly)	Taxable	\$15.10	\$17.00
Aquatic Student (fortnightly)	Taxable	\$24.90	\$25.50
Family 2 people (fortnightly)	Taxable	\$81.60	\$83.60
Family 3 people (fortnightly)	Taxable	\$92.60	\$94.90
Family 4 people (fortnightly)	Taxable	\$103.00	\$105.60
Family 2 people Concession (fortnightly)	Taxable	\$40.80	\$46.00
Family 3 people Concession (fortnightly)	Taxable	\$46.30	\$52.20
Family 4 people Concession (fortnightly)	Taxable	\$51.50	\$58.10
Full 50 plus (fortnightly)	Taxable	\$40.50	\$41.50
Multi-Sport (fortnightly)	Taxable	\$54.00	\$55.00
Multi-Sport Concession (fortnightly)	Taxable	\$27.00	\$30.30
Multi-Sport Student (fortnightly)	Taxable	\$47.10	\$48.00
Corporate (fortnightly)	Taxable	\$40.50	\$41.50
Junior Gym (fortnightly)	Taxable	\$21.70	\$22.20
Two Week Trial	Taxable	\$64.50	\$66.10
Program Classes			
Group Fitness	Taxable	\$16.00	\$16.40
Group Fitness (Concession)	Taxable	\$8.00	\$9.00

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
Gym			
Gym, Swim, Spa, Sauna & Steam	Taxable	\$24.40	\$25.00
Gym Concession	Taxable	\$12.20	\$13.80
LLLS Casual Fee	Taxable	\$7.50	\$8.00
10 x LLLS Casual Fee Concession	Taxable	\$37.50	\$44.00
25 x LLLS Casual	Taxable	\$187.50	\$192.20
LLLS Joining Fee	Taxable	\$43.00	\$44.10
Gym over 60's	Taxable	\$5.20	\$5.30
Personal Training			
½ hr (Casual)	Taxable	\$56.20	\$57.60
1 hr (Member)	Taxable	\$72.80	\$74.60
10 Visit Pass Member – ½ Hr	Taxable	\$442.10	\$453.20
10 Visit Pass Member – 1 Hr	Taxable	\$655.20	\$671.60
Tennis Courts (Per Hour)			
Peak	Taxable	\$27.90	\$28.60
Off Peak	Taxable	\$23.40	\$24.00
Peak Concession	Taxable	\$13.95	\$15.70
Off Peak Concession	Taxable	\$11.70	\$13.20
Member Peak (Member)	Taxable	\$21.30	\$21.80
Member Off Peak (Member)	Taxable	\$15.90	\$16.30
Swim Lessons			
NEW: Start Up Fee (All Aquatic Programs)	Taxable	\$30.00	\$30.00
Swim Lessons Child - per lesson	GST Free	\$15.50	\$17.00
Child - Concession per lesson	GST Free	\$7.80	\$9.40
One on One Lessons	Taxable	\$50.00	\$50.00
NEW: Two on One Lessons	Taxable	\$90.00	\$90.00
Swim Lesson Child Fortnightly Debit	GST Free	\$24.50	\$26.80
Swim Lesson Child - Concession Fortnightly Debit	GST Free	\$12.30	\$14.70
School Lessons	GST Free	\$8.00	\$8.20
School Lessons Concession	GST Free	\$4.00	\$4.50
School Lane Hire	Taxable	\$49.00	\$50.00
District Squad (fortnightly)	GST Free	\$26.20	\$28.50
Pre-State Squad (fortnightly)	GST Free	\$38.20	\$41.60
State Squad (fortnightly)	GST Free	\$49.10	\$53.50
National Squad (fortnightly)	GST Free	\$56.70	\$64.00
District Squad Concession (fortnightly)	GST Free	\$13.10	\$15.70
Pre-State Squad Concession (fortnightly)	GST Free	\$19.10	\$22.90
State Squad Concession (fortnightly)	GST Free	\$24.60	\$29.40
Programs - Myotherapy			
½ hr (Member)	Taxable	\$47.80	\$49.00
½ hr (Casual)	Taxable	\$57.20	\$58.60

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
1 hr (Member)	Taxable	\$86.30	\$88.50
1 hr (Casual)	Taxable	\$98.80	\$101.30
Multi-Sport Programs			
Squads	Taxable	\$16.00	\$17.00
Squads - Concession	Taxable	\$8.00	\$9.40
10 x Squads	Taxable	\$144.00	\$153.00
10 x Squads – Concession	Taxable	\$72.00	\$84.20
Two Week Trial	Taxable	\$77.10	\$79.00
Two Week Trial HD Concession	Taxable	\$38.60	\$43.50
Miscellaneous			
Replacement Card	Taxable	No Charge	No Charge
Lost Locker Key	Taxable	\$10.00	\$10.30
Shower	Taxable	\$3.50	\$3.60
BURNLEY GOLF COURSE			
9 Holes - Adult	Taxable	\$19.20	\$20.00
9 Holes - Concession/Junior	Taxable	\$14.10	\$15.00
18 Holes - Adult	Taxable	\$24.90	\$25.50
18 Holes - Concession/Junior	Taxable	\$18.90	\$19.50
9 Holes - Weekend	Taxable		\$21.00
18 Holes Weekend	Taxable		\$27.00
1 Hour Lesson	Taxable	\$113.00	\$115.80
1/2 Hour Lesson	Taxable	\$55.80	\$57.20
6 Lesson Voucher	Taxable	\$278.50	\$285.50
Clinic	Taxable	\$113.00	\$115.80
Mini Clinic	Taxable	\$20.00	\$20.50
Twilight	Taxable	\$0.00	\$0.00
Buggy Hire	Taxable	\$5.00	\$5.10
9 Hole Cart Hire	Taxable	\$25.90	\$26.50
9 Hole Single Cart Hire	Taxable	\$17.70	\$18.10
18 Hole Cart Hire	Taxable	\$43.00	\$44.10
18 Hole Single Cart Hire	Taxable	\$29.10	\$29.80
Practice Fees	Taxable	\$3.60	\$3.70
Competition Fees	Taxable	\$4.00	\$4.10
Hire Set	Taxable	\$14.20	\$14.60
ENGINEERING PLANNING			
Traffic Surveys (counts) - classified counts	GST Free	\$105.00	\$250.00
Parking signs - sign changes	Taxable	\$185.00	
Drainage Fees (Levy)			
Area of Development:			
0 - 400m ²	GST Free	\$11.50	\$11.80
401 - 500m ²	GST Free	\$15.00	\$15.40

Attachment 1 - DRAFT 2017-18 City of Yarra Budget

Yarra City Council – Draft Budget 2017-18

Fees and Charges Description	GST Status	2016-17 Adopted Fee	2017-18 Proposed Fee
501 - 600m ²	GST Free	\$19.00	\$19.50
601 - 700m ²	GST Free	\$20.50	\$21.00
701 - 800m ²	GST Free	\$22.50	\$23.10
801 - 900m ²	GST Free	\$24.00	\$24.60
901 - 1000m ²	GST Free	\$25.00	\$25.60
1001m ² + (negotiable fee)	GST Free	\$25.00	\$25.60
WASTE MANAGEMENT			
Compost Bins 220lt BMW	Taxable	\$31.00	\$35.00
Hungry Bin	Taxable	\$270.00	\$280.00
Worm Farms RELN	Taxable	\$79.00	\$85.00
Worm Farms BMW	Taxable	\$48.00	\$50.00
Garbage 80lt MGB	GST Free	\$105.00	\$110.00
Garbage 120lt MGB	GST Free	\$140.00	\$145.00
Garbage 240lt MGB	GST Free	\$255.00	\$260.00
Residential (and Multi-Unit Developments per unit/apartment) MRB 120lt plus 80lt MGB	GST Free	\$175.00	\$180.00
Commercial Mobile Recycling Bin 120lt	GST Free	\$105.00	\$110.00
Commercial Mobile Recycling Bin 240lt	GST Free	\$105.00	\$110.00
Relocation of Street Litter Bins	Taxable	\$450.00	\$465.00
Commercial Mobile Recycling Bin 240lt plus 240lt Waste Bin	GST Free	\$255.00	\$265.00
Green Mobile Garbage Bin (GMGB)	GST Free	\$104.00	\$110.00

* Indicates a Statutory Fee and is not set by Council

DRAFT LONG TERM FINANCIAL STRATEGY APRIL 2017

Attachment 2 - DRAFT City of Yarra Long Term Financial Strategy April 2017

Draft Long Term Financial Strategy April 2017

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Attachment 2 - DRAFT City of Yarra Long Term Financial Strategy April 2017

Draft Long Term Financial Strategy April 2017

1. INTRODUCTION

This Long Term Financial Strategy (LTFS) has been developed and updates the strategy adopted by Council in 2016-17. The scenario presented is considered the most achievable option for Council to support Council's financial sustainability into the future.

The main scenario parameters are detailed below:

- Rate increase at the ESC rate cap level (2%) for the life of the LTFS;
- Full cost recovery of waste services via a new proposed waste service charge
- Debt redemption as a first priority
- Cash backing reserves as a second priority
- Efficiency target of \$500k recurrent expenditure savings built into each year

The scenario relies on the proposed waste service charge being introduced in order to build working capital. This is necessary so that Equity Reserves can be cash backed and debt levels reduced.

The LTFS is a living document subject to ongoing review.

2. OBJECTIVE

Council prepares a Long Term Financial Strategy (LTFS) over a 10 year period to provide financial management and guidance to support service delivery and the capital works program. This document outlines the key assumptions and provides an overview of each key element of the LTFS.

Strong financial management will be evidenced by Council fully renewing its assets as required and generating cash liquidity to meet operational requirements. The Operating Budget will also deliver sufficient cash surplus to enable timely asset renewal and a reasonable level of funding to be available for New/ Upgrade Capital Works and New Initiatives in Operations.

3. MANAGEMENT OF THE LTFS

The LTFS is managed within a framework of key financial indicators together with profiled cash management. These items are drawn together to provide a strategy for the long term sustainability and solvency of Council's operation.

The key lead indicators are:

- Liquidity
- Unrestricted Cash
- Net Result
- Indebtedness

Other indicators are:

- Debt Commitment
- Self-Financing
- Renewal Gap
- Capital Replacement

Attachment 2 - DRAFT City of Yarra Long Term Financial Strategy April 2017

Draft Long Term Financial Strategy April 2017

Descriptions of each of these indicators together with the target range sought is provided in Appendix 1 – KEY FINANCIAL INDICATORS DESCRIBED (Page 17).

The framework also includes key assumptions that underpin the financial analysis. The assumptions are outlined in Appendix 2 – CASHFLOW PARAMETER ASSUMPTIONS (Page 19).

Historical assumptions have been reviewed and a number of amendments have been required particularly in the management of liquidity. The changes made reflect the changing operating environment at Yarra for example rate capping has significantly reduced Council's revenue over the life of the LTFS and Council has less control via rates to respond to financial shocks. Council also has a \$32.5m loan due to be repaid in 2020-21.

A critical element of the assumptions is the allocated expenditure to the Capital Works Program. This assumes 100% of the capital program will be delivered in cash terms over the long term.

This LTFS also proposes to establish a set of financial principles that provide advice on Council's financial strategy. These are detailed in Appendix 3.

4. FINANCIAL POSITION BACKGROUND

Council's current financial position (predicted 30 June 2017) is constrained and cash management is very tight. In general, Council is performing satisfactorily against benchmark ratio levels established by the Auditor General with the exception of cash related ratios. The Unrestricted Cash ratio is currently low, however this improves significantly by the end of the LTFS. The Liquidity ratio is also low in early years, however improves in the latter half of the LTFS.

Council is faced with a myriad of requests from community and it has very limited capacity in discretionary funds to respond to these needs, unless the proposed waste service charge is introduced. If the proposed waste service charge is not introduced Council will be required to reduce services and/or service levels, or reduce capital expenditure.

Council is adequately meeting its asset renewal obligations within the LTFS.

Council borrowed funds in November 2014 via the MAV Local Government Funding Vehicle Bond sponsored by the MAV. This seven year loan of \$32.5 million provided funding for payment of the Defined Benefit Superannuation debt, purchase of 345 Bridge Rd, purchase of the Connie Benn Centre and an energy performance contract. This loan is an interest only fixed term loan. A major strategy in this current LTFS is to redeem this debt when it is due. An additional loan of \$13.5 million is due to be drawn down in 2016-17. This loan is funded on a principal and interest basis and will be repaid by the end of the LTFS.

5. 2017-18 BUDGET POSITION

The 2017-18 Operating Budget provides for a cash surplus that is used to fund Council's Capital Works Program. The Operating Budget supports more than 100 services to the community and the Capital Works Program is critical to Council's ability to maintain, enhance and build assets to also service community need.

Despite a deliberate plan to grow overall cash holdings in recent years, Council had insufficient cash to balance the budget due to a range of external factors. In 2017-18 a new waste service charge is proposed, bringing in an additional \$8.5 million in 2017-18, and \$102 million across the LTFS. This is essentially a measure to restore the 10 year LTFS to its original position prior to rate capping being introduced, which had a \$98m of foregone revenue over the life of the 10 year plan. This additional cash will support the repayment of borrowings, as well as the ongoing provision of services. The end

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of year cash position at 30 June 2018 is expected to be \$26.75 million (assuming 100% of the capital budget is spent).

The Open Space Reserve has been fully acquitted during 2015-16 with funds being applied to a general reserve, however these are not fully cash backed.

5.1 CASH HOLDINGS

Council's total cash holding at 30 June 2016 was \$22.5 million with \$20.18 million applicable for general reserve obligations.

5.1.1 WORKING CAPITAL

At 30 June 2017, it is estimated that Council requires around \$50 million in cash at the end of each financial year to manage its working capital ratio. This balance needs to be higher if the general reserve (currently \$20 million) is to be cash backed.

5.1.2 OPEN SPACE RESERVE

The Open Space Reserve was fully acquitted as at 2015-16 (as reflected in the 2015-16 Annual Report). The change to policy has resulted in the Open Space Reserve being fully acquitted and any remaining funds were transferred to a general reserve, however this is not fully cash backed. The balance of the General Reserve is \$20 million.

6. STRATEGIC ACTIONS

In drafting this LTFS a number of strategies have been implemented to seek to build a more complete picture of Council's financial position and to provide better alignment with Council's goals.

6.1 IMPROVING COUNCIL'S WORKING CAPITAL

With the proposed introduction of the waste service charge, Council will redress the shortfall in the cash balance to ensure minimum operating cash is available.

6.2 RELEASE OF GENERAL RESERVE FUNDS

Council has a stated goal of seeking to acquire open space and the 2016/17 LTFS aligned the acquisition of strategic open space assets with rationalisation of existing Council assets and asset sales income. This is still a goal in the medium to long term.

A further update to the Open Space Policy will provide Council with an effective funding source for development of its existing open space. It is anticipated that this expenditure will be equal to the income raised. There will be no increase in the obligation and therefore the financial obligation to the Reserve will not grow. If Open Space contributions exceed capital expenditure than the Reserve, additional funds will need to be added to the Reserve balance.

6.3 RATE CAPPING

In 2016-17 rate capping was introduced with details of the scheme provided by the Essential Services Commission. An allowance has been made for rate increases as foreshadowed by the ESC together with an allowance for growth via Supplementary Rates and the proposed Waste Services charge.

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The Minister for Local Government, The Hon. Natalie Hutchins, announced the rate capping level for 2017-18 on 16 December 2016 at 2%.

Predicted future rate increases are outlined below.

Table 1 PREDICTED ESC RATE INCREASES

LTFS	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	Year 6 2022-23	Year 7 2023-24	Year 8 2024-25	Year 9 2025-26	Year 10 2026-27
Predicted Rate Cap	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

If the rate cap increases are less than predicted, Council will be required to reduce services and/or service levels and/or reduce the capital works program, if additional revenue sources are not available.

6.4 PROPOSED WASTE SERVICE CHARGE

The City of Yarra is one of six Councils in Victoria that does not levy separate waste/recycling charge. However many councils do levy garbage/recycling charges which are included on the rates notice. The level of these charges must be linked to the cost of service. The Local Government Act excludes garbage/recycling charges from the rate cap, at the moment. This may not always be the case, with the Local Government Act currently under review.

Growth in multi-unit development is resulting in above average increases in the waste area. In the last 12 months there has been a 4.54% increase in average waste collection numbers and 6.05% for recycling. Waste tipping fees are predicted to grow by 6.33% (Landfill Levy 8.15% and Gate Fees by 3.25%).

Council provides a range of services which could be charged for including the weekly kerbside garbage and recycling collections, commercial (domestic type), waste and recycling collection and the 'at call' hard and green waste collections. All residential properties receive the garbage and recycling service with approximately 1,600 (out of a total of 7,558) of commercial industrial properties receiving the service.

This LTFS includes the proposed introduction of a waste services charge as part of the 2017-18 budget. This provides \$102 million over the LTFS. The charge is expected to increase by 4% per annum from a base rate of \$8.5 million.

This LTFS has been developed on the assumption that a proposed Waste Charge is introduced in Year 1 (2017-18). Given the significant movement in waste costs predicted over time it will be critical from a financial perspective to isolate these costs from the rates cap.

6.5 LOAN BORROWINGS

The introduction of rate capping and debt requiring to be repaid in the short term has had a significant impact on the LTFS and greatly exacerbated Council's already tight financial position. Existing debt is serviced by a \$32.5 million interest only loan, due to be repaid in 2020-21 and a \$13.5 million principal and interest loan due to be repaid by the end of this 10 year LTFS.

The Victorian Auditor-General has indicated through its recommendation on financial ratios that Indebtedness (Non-current liabilities/Own sourced revenue) above 40% places Council in the medium risk category and 60% in the high risk category.

The LTFS includes a significant principal repayment starting from Year 1 for the interest only loan. It is anticipated that all debt will be paid by the end of 2026-27. This is dependent upon the proposed waste charge being introduced.

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The indebtedness ratio is 22.2% at 30 June 2018.

Debt Commitment ratio remains low risk for the life of the LTFS as a result of moving to a principal and interest approach to debt financing, and is a crucial strategy should borrowings be required in the future.

Further borrowing may need to occur to provide Council with a capacity to access contingency funds should the need arise e.g. a further call on the Defined Benefit Superannuation obligation, and especially so if the proposed waste charge is not introduced.

6.6 LEASING AND RATIONALISATION OF MOTOR VEHICLE AND UTILITY FLEET

Council's motor vehicle and utility fleet is currently partially purchased and managed directly by Council, and partially leased. As a result an annual capital allocation is required to pay for the changeover cost of some of these vehicles. In the 2016-17 Budget the net capital allocation was \$0.5 million.

Additional leasing will be further considered during 2017-18 as a possible cost reduction model.

6.7 DISPOSAL OF SURPLUS ASSETS AND ENHANCING RETURNS

A more pro-active and entrepreneurial approach to disposal of redundant laneways, investigation of increasing returns and potential for disposal of some assets needs to be pursued. Disposal of some assets to fund new requirements is considered appropriate and the most effective use of community resources. In addition to the receipt of a cash injection from the sale a saving is also made on maintenance and asset renewal costs.

It is also recommended that assets surplus to requirements be carefully considered as opportunities for open space creation where relevant or disposal to fund the purchase of other assets.

Opportunities to seek improved returns from building assets that are not fully applied for community use are currently being investigated. It is anticipated that improved financial returns can be achieved from a number of buildings by being more entrepreneurial in property management and improve the use of assets. This will assist Council's overall financial position.

A further separate report on the Property Strategy will be presented to Council in 2017-18.

6.8 FEES AND CHARGES POLICY

It is proposed that Council adopt a strong fees and charges policy that provides a variety of categories of fees and charges from full costing to part subsidy/investment in services. The calculation of fees would mirror the cost of service provision and only where appropriate and in compliance with competitive neutrality the fee would be subsidised.

In general, fees should follow the trend in labour costs so that the ratio of subsidy from rates is maintained. There will be circumstances where movement of fees above or below the trend figure is justified. Individual fees should consider cost recovery, competition and ability to generate return on investment. The fees and charges policy would guide the preparation of the Schedule of Fees and Charges.

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This LTFS assumes Fees and Charges are generally increased in line with the movement in labour costs based on the principle of cost recovery where appropriate and practical.

6.9 NEW SERVICES

Council is committed to the introduction of the following new service:

- *North Fitzroy Hub* will operate from partway through 2016-17 and with a full year operation from 2017-18. It is anticipated that an additional \$800K for a full year operation will be required and this has been allowed for in the LTFS.

6.10 NEW POPULATION AND DEVELOPMENT

Yarra is experiencing a significant increase in new property and population.

Residential dwelling growth is expected to be around 2% pa from 2016 through to 2021 and then decline slightly with growth increasing by about 1.6%.

Table 2 Forecast population, households and dwellings

City of Yarra	Forecast year				
Summary	2016	2021	2026	2031	2036
Population	88,120	95,911	103,191	110,512	117,036
Change in population (5yrs)	9,107	7,790	7,280	7,321	6,524
Average annual change	2.21	1.71	1.47	1.38	1.15
Households	39,431	43,178	46,741	50,267	53,452
Average household size	2.19	2.18	2.17	2.17	2.16
Population in non private dwellings	1,604	1,604	1,604	1,604	1,604
Dwellings	41,921	46,103	49,981	53,757	57,166
Dwelling occupancy rate	94.06	93.66	93.52	93.51	93.50

Population and household forecasts, 2011 to 2036, prepared by .id the population experts, August 2013.
<http://www.id.com.au>

The LTFS provides for no net growth in labour costs to accommodate the increased population and dwellings being serviced. Requirements to fulfil statutory obligations or increased customer demand must be sourced from within the existing workforce allocation.

6.11 ENHANCED DEBT MANAGEMENT

A significant task to improve debt management is being driven by the organisation. This involves the review of historical debt across all aspects of Council's operations.

Further key initiatives are the establishment of four instalment rate payments (removing the annual payment option) as the minimum standard of payment and the introduction of a credit card surcharge fee.

These two debt management initiatives have been incorporated into this LTFS.

6.12 LEGAL CASES

An allocation has been made within the LTFS to accommodate estimated legal fees (at the same funding level as 2016-17), however no allocation has been made for potential settlement costs.

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6.13 INTRODUCTION OF ENHANCED PARKING ENFORCEMENT

Two key recommendations from the Parking Service Review were for Council to consider the introduction of enhanced enforcement on Sundays for key locations across the City and to introduce consistent signage given that some activity centres have inconsistent signage deriving from pre-amalgamation. Parking is at a premium in the City and both these measures will assist with parking management. Parking revenue continues to be an important source of income for Council.

6.14 LEISURE CENTRES IMPROVED RETURNS

An extensive Service Review has been undertaken into the operation of Council's Leisure Centres. A number of strategic opportunities exist to improve Council's overall financial return from these operations while also enhancing services to the community. However some of these initiatives will require capital funding to achieve improved returns.

6.15 ASSET RENEWAL AND NEW AND UPGRADE EXPENDITURE

Information from the Asset Management Plans inform Council's capital expenditure priorities.

As part of the preparation of this LTFS the cost of renewal works has been indexed to reflect the future cost of works in years 2-10 of the LTFS.

New assets are being driven by a number of regular programs derived from Strategies and Plans. These include water sensitive urban design, reduction in potable water e.g. Edinburgh Gardens, Activity Centre enhancements generating new road works, public toilets and LATMs. These types of assets also create an additional maintenance requirement of approximately 1% per annum going forward.

This LTFS indicates that funds available for New and Upgrade Capital Expenditure and New Initiatives in Operations will be very low (\$5.44 million) in 2017-18 and remain relatively low over the life of the LTFS. Renewal of assets is prioritised to enhance financial sustainability.

Estimated Capital Expenditure as outlined in Table 4

Capital Cashflow	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	Year 6 2022-23	Year 7 2023-24	Year 8 2024-25	Year 9 2025-26	Year 10 2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Renewal	24,605	25,814	25,559	23,666	25,177	26,832	27,508	29,675	30,003	30,619
Upgrade	539	6,224	7,907	10,865	4,795	3,428	1,990	2,120	2,820	1,825
New	4,896	820	200	1,461	8,028	8,500	10,037	8,531	8,309	9,511
Carry-forwards	3,000	-	-	-	-	-	-	-	-	-
Total	33,040	32,858	33,666	35,992	38,000	38,760	39,535	40,326	41,132	41,955

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7. KNOWN MATTERS TO BE QUANTIFIED

Council has a number of initiatives underway to gather efficiencies and improve its financial position including Service Reviews, Revenue Strategies and reviews of Strategies and Plans. Generally, it is too early in the development of these initiatives to incorporate these outcomes.

7.1 FUTURE INITIATIVES

A number of other key issues have also been identified as being likely to have a significant impact on the LTFS but are unquantified at this time. These include:

Fitzroy Town Hall – future use

Gasworks site including Indoor Sports Stadium and Depot relocation (no allowance in LTFS)

Richmond Secondary College impact

Amcor Community Facilities - Modelling is being undertaken of the likely impact of the Amcor development on Council's financial position and initial estimates are a cost neutral position. Given the uncertainty of the assumptions at this time no amendment to the LTFS has been made.

7.2 CONTINGENT LIABILITIES

A number of issues have been identified that have the potential to result in a financial impact on Council. As these issues are uncertain no specific allowance within the LTFS has been made. These matters include:

- Future calls from the Local Government Defined Benefits Scheme.
- Legal costs.
- Council has received a \$500K grant for the Lourdes development which will be required to be repaid if this development does not proceed or the grant reallocated.
- Costs associated with changes arising from the reform of the HACC service and NDIS.

The LTFS will be regularly updated to incorporate these matters when information allows.

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8 FINANCIAL SCENARIOS AND OUTCOMES

8.1 KEY OUTCOMES

Key outcomes are outlined below:

Table 6 Summary of LTFS (Cash Flows)

Cashflow Statement	Year 1 2017-18 \$'000	Year 2 2018-19 \$'000	Year 3 2019-20 \$'000	Year 4 2020-21 \$'000	Year 5 2021-22 \$'000	Year 6 2022-23 \$'000	Year 7 2023-24 \$'000	Year 8 2024-25 \$'000	Year 9 2025-26 \$'000	Year 10 2026-27 \$'000
Cash Flows from Operating Activities										
Receipts										
Rates	112,708	117,166	121,289	125,500	129,803	134,200	138,693	143,284	147,975	152,769
Statutory Fees & Fines	27,107	27,378	27,926	28,484	28,960	29,435	29,910	30,385	30,860	31,335
User Fees and other Fines	26,387	26,651	27,184	27,728	28,216	28,703	29,191	29,678	30,166	30,653
Grants Capital	1,195	1,207	1,231	1,256	1,269	1,281	1,294	1,307	1,320	1,333
Grants Operating	12,023	13,225	14,548	16,003	16,163	16,324	16,488	16,652	16,819	16,987
Contributions	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
Reimbursements	1,640	1,699	1,819	1,942	2,004	2,024	2,045	2,065	2,086	2,107
Interest	500	500	500	500	-	-	-	-	-	-
Other Receipts	1,207	1,294	1,345	1,418	1,432	1,447	1,461	1,476	1,490	1,505
Total Receipts	187,067	193,420	200,142	207,131	212,146	217,714	223,380	229,147	235,016	240,989
Payments										
Payments to suppliers	(69,085)	(69,754)	(71,110)	(72,493)	(73,198)	(73,910)	(74,629)	(75,355)	(76,089)	(76,830)
Payments to employees (including redundancies)	(80,142)	(82,058)	(83,677)	(85,330)	(87,030)	(88,730)	(90,430)	(92,130)	(93,830)	(95,530)
Total Payments	(149,227)	(151,812)	(154,787)	(157,823)	(160,228)	(162,640)	(165,059)	(167,485)	(169,919)	(172,360)
Net cash provided by (used in) operating activities	37,840	41,608	45,355	49,308	51,918	55,074	58,321	61,662	65,097	68,629
Cash Flows from Investing Activities										
Payments for property, plant and equipment, infrastructure	(33,040)	(32,858)	(33,666)	(35,992)	(38,000)	(38,760)	(39,535)	(40,326)	(41,132)	(41,955)
Proceeds from sale of property, plant and equipment, infrastructure	800	697	692	687	682	675	670	665	660	655
Net cash provided by (used in) investing activities	(32,240)	(32,161)	(32,974)	(35,305)	(37,318)	(38,085)	(38,865)	(39,661)	(40,472)	(41,300)
Cash Flows from financing activities										
Finance Costs	(2,139)	(2,088)	(2,035)	(1,980)	(410)	(349)	(286)	(219)	(149)	(76)
Repayment of interest bearing loans and borrowings	(7,591)	(7,982)	(8,389)	(8,811)	(5,713)	(1,369)	(1,433)	(1,500)	(1,569)	(1,642)
Net cash provided by (used in) financing activities	(9,730)	(10,070)	(10,424)	(10,791)	(6,123)	(1,718)	(1,719)	(1,719)	(1,719)	(1,719)
Net increase (decrease) in cash and cash equivalents	(4,130)	(623)	1,957	3,212	8,477	15,271	17,738	20,282	22,905	25,611
Cash and cash equivalents at the beginning of financial year	30,877	26,747	26,124	28,081	31,293	39,770	55,041	72,778	93,061	115,966
Cash and cash equivalents at end of financial year	26,747	26,124	28,081	31,293	39,770	55,041	72,778	93,061	115,966	141,577

This LTFS includes the proposed introduction of a waste service charge which improves cash flow and allows for debt repayment. Debt levels are relatively high. This LTFS provides Council with the capacity to fund its day to day operations and provide a reasonable cash surplus to enable a high level of self-financing of its capital works program and new initiatives.

The following table outlines key financial indicators, suggested long term target ratios for Yarra and performance as outlined in the LTFS. Graphical representations of these indicators are shown below the following table. The target range for the indicators have been developed considering the Victorian Auditor General's financial sustainability indicators (subject to change)

Further improvement to the City's financial position is required to attain the long term targets for financial sustainability.

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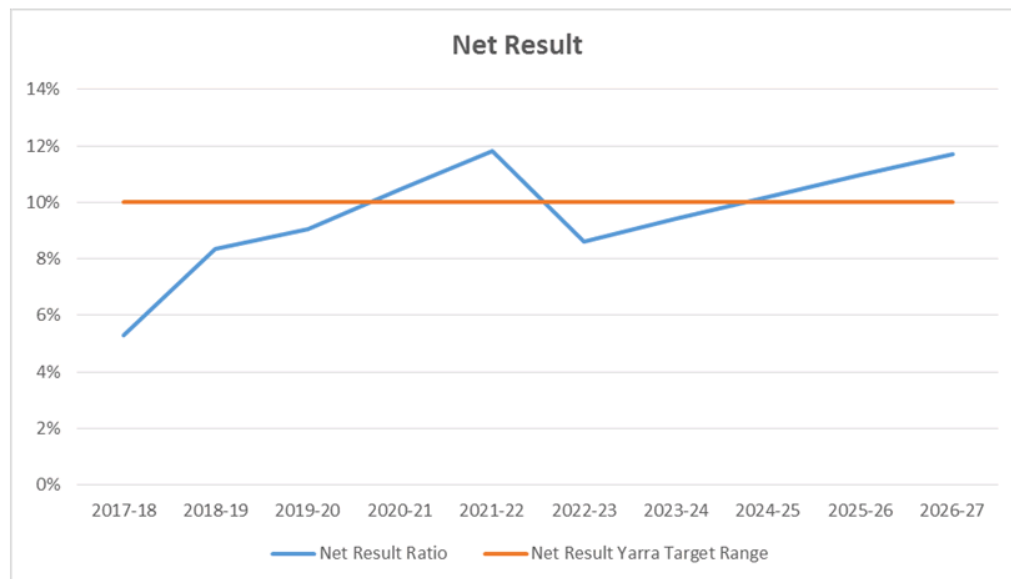
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Table 7 Estimated Key Financial Indicators

LTFs	Yarra Target	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	Year 6 2022-23	Year 7 2023-24	Year 8 2024-25	Year 9 2025-26	Year 10 2026-27
Net Result	>10%	5%	8%	9%	10%	12%	9%	9%	10%	11%	12%
Liquidity	>1.5	1.17	1.08	1.08	1.14	1.11	1.40	1.78	2.20	2.67	3.18
Unrestricted Cash	>75%	4%	15%	19%	25%	48%	84%	125%	171%	221%	285%
Debt Commitment	<5%	2%	2%	2%	2%	0%	0%	0%	0%	0%	0%
Indebtedness	<30%	29%	22%	17%	12%	5%	4%	3%	2%	2%	1%
Self Financing	>25%	90%	117%	129%	138%	140%	112%	117%	122%	127%	132%
Renewal Gap	>1.1	1.8	1.4	1.5	1.4	1.3	1.8	1.8	1.8	1.6	1.6
Capital Replacement	>1.5	1.8	1.6	1.5	1.5	1.5	1.6	1.6	1.6	1.6	1.6

GRAPHS:

Graph 1 – Net Result

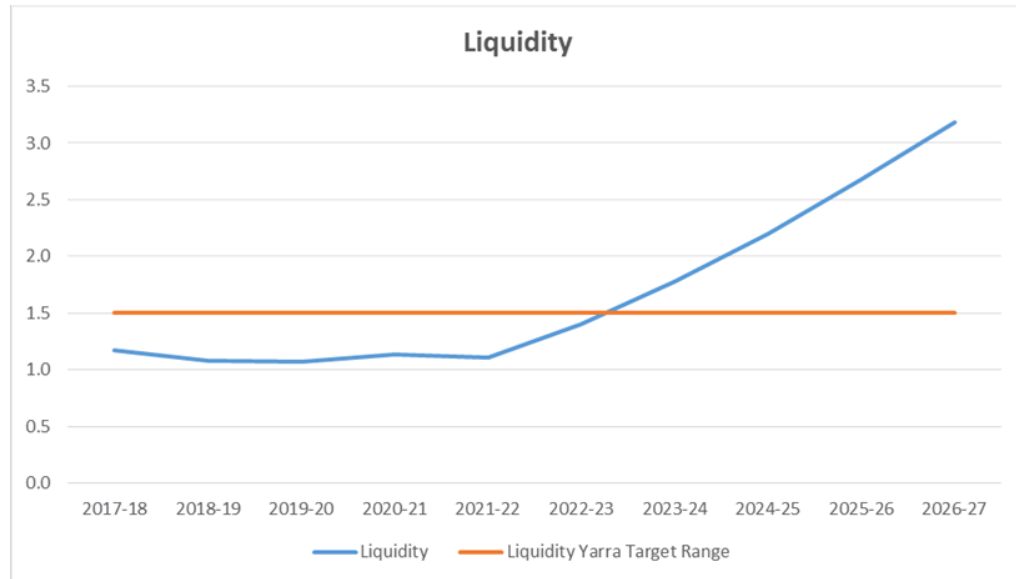


An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Ideally the blue line should exceed the target orange line.

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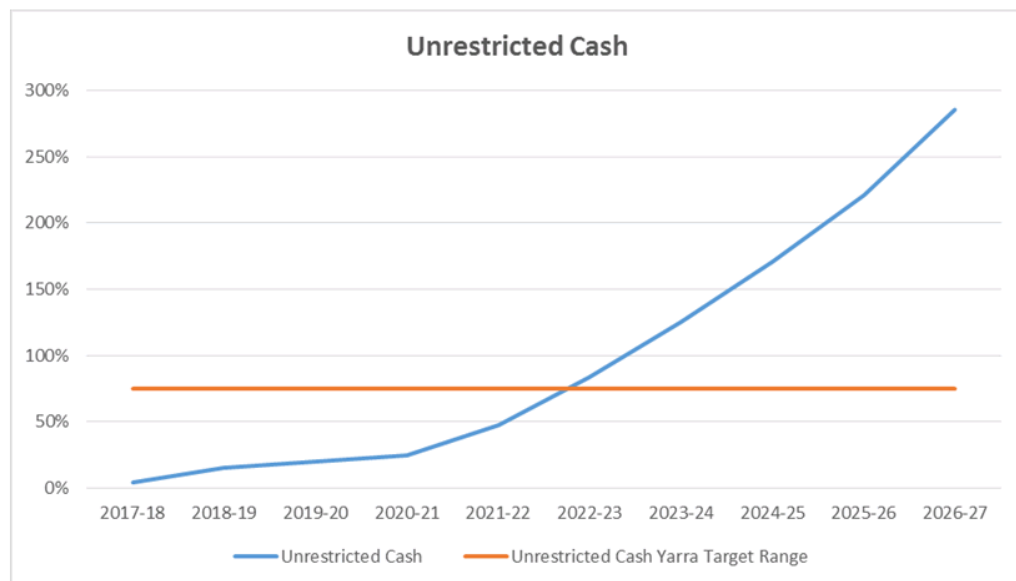
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Graph 2 – Liquidity



To assess Council's ability to meet current commitments. Ideally the blue line should exceed the target orange line.

Graph 3 – Unrestricted Cash



To assess Council's freely available cash level. Ideally the blue line should exceed the orange line.

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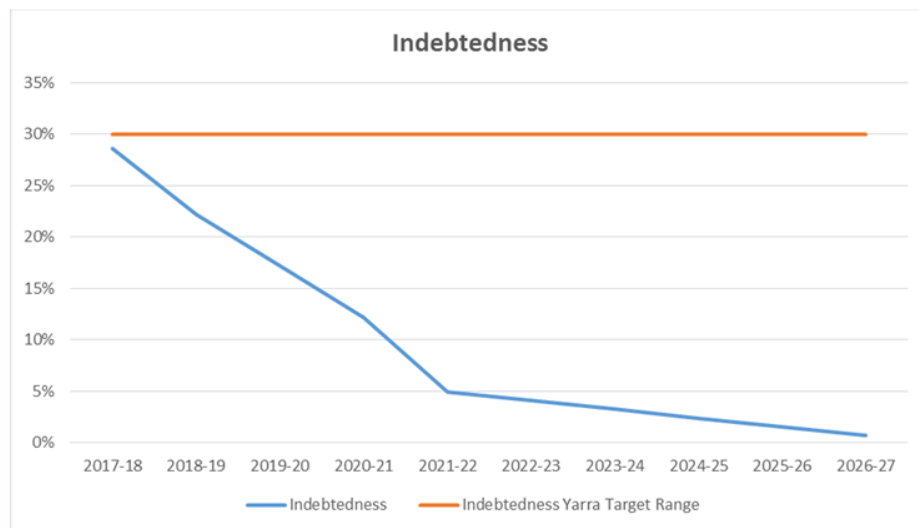
Graph 4 – Debt Commitment



To identify Council's debt redemption strategy. Ideally the blue line should **not** exceed the target orange line.

The reason for the decrease in Debt Commitment in Year 6 is due to an additional principal repayment (Refer table 8).

Graph 5 – Indebtedness

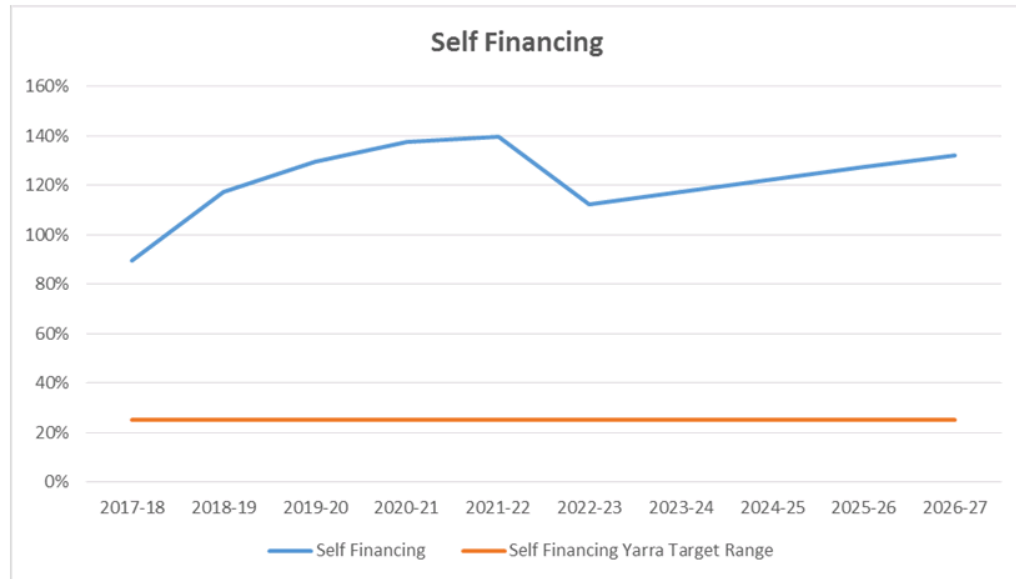


To identify reliance on debt to fund capital programs. Ideally the blue line should **not** exceed the target orange line.

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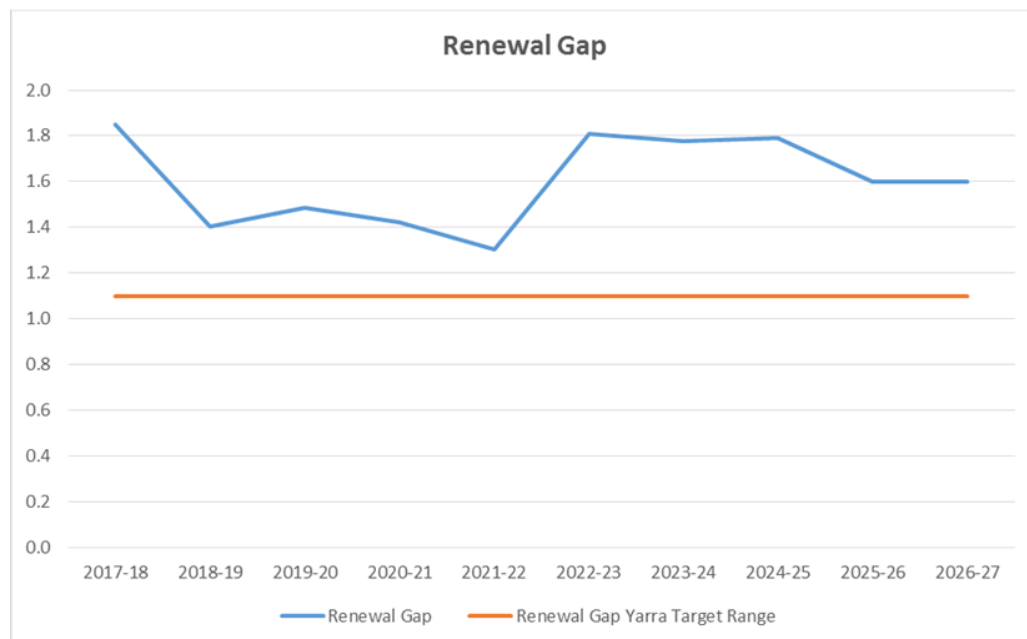
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Graph 6 – Self Financing



To identify reliance on debt to fund capital programs. Ideally the blue line should exceed the target orange line.

Graph 7 – Renewal Gap



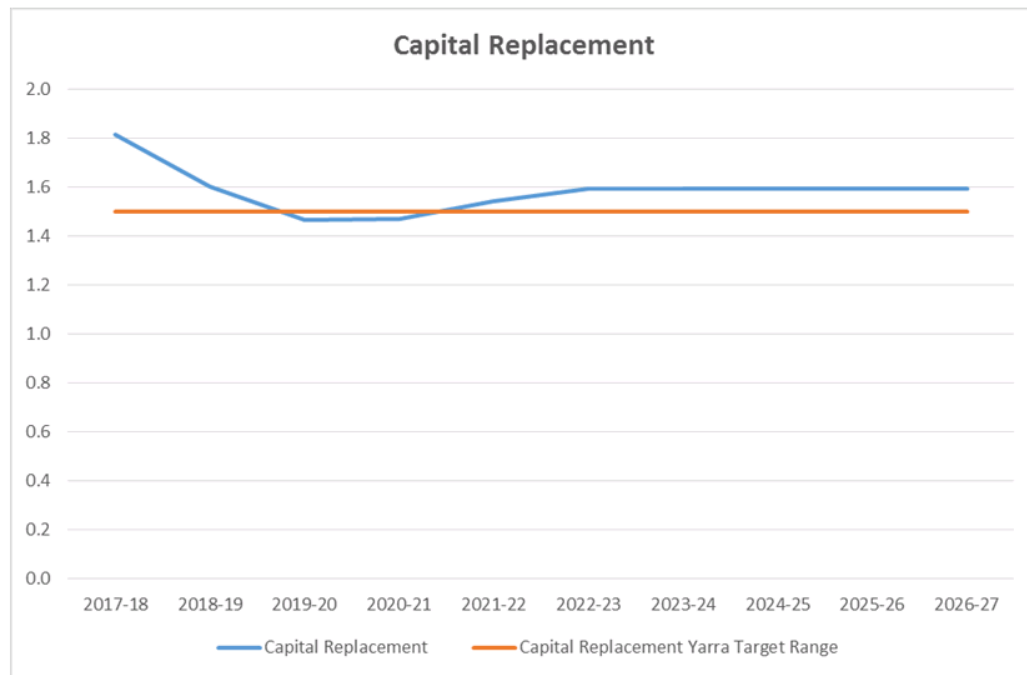
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To assess Council's ability to renew assets as required. Ideally the blue line should exceed the target orange line.

The renewal gap appears to be trending positively however anecdotal evidence suggests that asset renewal is not meeting community expectations in all circumstances e.g. leisure centre infrastructure.

Graph 8 – Capital Replacement



Measures the replacement of assets is consistent with their consumption. Ideally the blue line should exceed the target orange line.

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The challenge for Council will be to improve its overall financial sustainability by improving the performance of the key financial indicators.

APPENDIX 1 KEY FINANCIAL INDICATORS DESCRIBED

Indicator	Description	Long Term Target Range for Yarra
Adjusted Underlying Result	<p>An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.</p> <p><u>Adjusted underlying surplus</u> Adjusted underlying revenue</p> <p>A positive result indicates a surplus. VAGO High Risk = less than negative 10% Medium Risk = Negative 10% to zero Low Risk = Greater than 10%</p>	More than 10%
Liquidity	<p>To assess Council's ability to meet current commitments.</p> <p><u>Current assets</u> Current liabilities</p> <p>A percentage higher than 100% means that there is more cash and liquid assets than short term liabilities VAGO High Risk = less than 75% Medium Risk = 75% to less than 100% Low Risk = greater than 100%</p>	Greater than 150%
Unrestricted Cash	<p>To assess Council's freely available cash level.</p> <p><u>Unrestricted cash</u> Current liabilities</p> <p>VAGO High Risk = less than 10% Low Risk more than 10% Target based on Local Government Performance and Reporting Indicators</p>	Greater than 75%
Debt Commitment	<p>To identify Council's debt redemption strategy.</p> <p><u>Debt servicing and redemption costs</u> Rate Revenue</p> <p>Debt redemption includes loan and finance lease principal and interest as a percentage of rate revenue</p> <p>Local Government Performance and Reporting Indicators</p>	Less than 5%
Indebtedness	<p>Indicates reliance on debt to fund capital programs.</p> <p><u>Non-current liabilities</u> Own sourced revenue</p> <p>The higher the percentage the less able to cover non-current liabilities from revenue generated by Council</p>	Less than 30%

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Indicator	Description	Long Term Target Range for Yarra
	VAGO High Risk = more than 60% Medium Risk = 40% - 60% Low Risk = less than 40%	
Self-Financing	Indicates reliance on debt to fund capital programs. <u>Net operating cash flows</u> Underlying revenue VAGO High Risk Less than 10% Medium Risk 10% - 20% Low Risk = Greater than 20%	Greater than 25%
Investment Renewal Gap	To assess Council's ability to renew assets as required. <u>Asset renewal expenditure</u> Depreciation A percentage greater than 100 indicates that Council is maintaining its existing assets. If there has been a past gap in renewal a percentage of greater than 100 is desirable. VAGO High Risk = less than 50% Medium Risk = 50% - 100% Low Risk = greater than 100%	Greater than 110%
Capital Replacement	Measures the replacement of assets is consistent with their consumption. <u>Capital expenditure</u> Depreciation VAGO High Risk Less than 100% Medium Risk 100% - 150% Low Risk Greater than 150%	Greater than 150%

Target ranges have been assessed with reference to the VAGO and Local Government Performance and Reporting Indicators.

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APPENDIX 2 CASHFLOW PARAMETER ASSUMPTIONS

CATEGORY	2017 LTFS	2018 LTFS	YR 3 -10 LTFS	REASON
Rate Revenue	99.5% plus prev year opening debtor balance	99.5% plus prev year opening debtor balance	99.5% plus prev year opening debtor balance	Current collection rate. Opening debt stable or improving.
Parking Enforcement	90% Plus 10% parking debt	90% Plus 10% parking debt	90% Plus 10% parking debt	Current trend based on collection for infringements. Other income from meters and permits is cash.
Other charges fees & fines (debtors)	97.5% Plus 10% opening debt	97.5% Plus 10 % opening debt	97.5% Plus 10 % opening debt	Opening debt relatively stable number.
Employee Costs	97.5%	97.5%	97.5%	Current staffing trend at near full employment.
Government Grants	100%	100%	100%	Collection history.
Capital Works Program	100% including carry forward	100% including carry forward	100% including carry forward	Historical trend.
Payments to Suppliers	100%	100%	100%	Variation in Balance Sheet holdings of payables and accruals.

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APPENDIX 3 FINANCIAL STRATEGY PRINCIPLES

The Financial Strategy Principles provide the framework for the development of Council's Long Term Financial Strategy, and annual Budget development. The principles enable consistent and informed decision-making by the Council.

The Financial Strategy Principles are outlined below:

Balanced and Sustainable Budget

Council will:

- Implement a sustainable budget and conservative financial strategy that caters for short and long-term requirements
- Achieve a Liquidity Ratio of +150% to ensure the maintenance of the required level of cash to meet operational requirements and strengthen this position over the years of the LTFS. (aspirational target)
- Maximise the level of grants and subsidies received from Victorian and Commonwealth governments to achieve a better share of government taxes for the community.
- Debt servicing and debt redemption will be maintained within the financial capacity of Council reflected in a cap on indebtedness (P&I) of less than 40%
- Direct funds from asset sales to the purchase of new, upgrade assets or re-establishment of working capital
- Trust Funds and Statutory Reserves will be fully cash backed at 30 June each year (aspirational target)

Asset management

Council will

- Provide well-maintained community assets that are fit for their purpose and provide best possible community benefit. Council will commit an appropriate level of expenditure on asset renewal and give priority to asset renewal over new assets.
- Ensure that the community has access to required community infrastructure, located to meet community needs within a framework of city wide priorities and designed with regard to current and future needs.
- Fund capital expenditure in a prudent, ethical and responsible manner. Council will seek and accept external funding contributions to a project where the acceptance of the funding will not compromise Council's principles or objectives.
- Manage, acquire and dispose of property in the best interest of the community. Council recognises the importance of efficient use of property holdings over the long term to support community wellbeing.

Attachment 2 - DRAFT City of Yarra Long Term Financial Strategy April 2017

Draft Long Term Financial Strategy April 2017

APPENDIX 4 OPERATING AND CAPITAL ACTIVITIES

Income Statement	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue										
Rates - general	(113,658)	(117,711)	(121,852)	(126,083)	(130,406)	(134,823)	(139,336)	(143,948)	(148,660)	(153,476)
Grants-Capital	(1,195)	(1,207)	(1,231)	(1,256)	(1,269)	(1,281)	(1,294)	(1,307)	(1,320)	(1,333)
Grants-Operating	(12,023)	(13,225)	(14,548)	(16,003)	(16,163)	(16,324)	(16,488)	(16,652)	(16,819)	(16,987)
Contributions - cash	(4,300)	(4,300)	(4,300)	(4,300)	(4,300)	(4,300)	(4,300)	(4,300)	(4,300)	(4,300)
Statutory fees and fines	(28,534)	(28,819)	(29,395)	(29,984)	(30,484)	(30,984)	(31,484)	(31,984)	(32,484)	(32,984)
User fees	(27,064)	(27,334)	(27,881)	(28,439)	(28,939)	(29,439)	(29,939)	(30,439)	(30,939)	(31,439)
Reimbursements	(1,640)	(1,699)	(1,819)	(1,942)	(2,004)	(2,024)	(2,045)	(2,065)	(2,086)	(2,107)
Interest	(500)	(500)	(500)	(500)	-	-	-	-	-	-
Other revenue	(1,207)	(1,294)	(1,345)	(1,418)	(1,432)	(1,447)	(1,461)	(1,476)	(1,490)	(1,505)
Total Revenue	(190,121)	(196,089)	(202,871)	(209,924)	(214,996)	(220,622)	(226,346)	(232,171)	(238,098)	(244,131)
Expenses										
Employee Costs	80,639	82,252	83,897	85,575	87,286	89,032	90,813	92,629	92,629	96,371
Materials & services	69,085	69,754	71,110	72,493	73,198	73,910	74,629	75,355	75,355	76,830
Bad and doubtful debts	2,010	1,980	1,950	1,920	1,980	2,040	2,100	2,160	2,160	2,280
Depreciation & amortisation	20,664	22,432	22,881	23,338	23,838	24,338	24,838	25,338	25,338	26,338
Finance costs	2,139	2,088	2,035	1,980	410	349	286	219	219	76
Total Expenses	174,537	178,506	181,873	185,305	186,712	189,669	192,665	195,701	195,701	201,895
Adjustments										
WDV of assets sold	500	500	500	500	500	500	500	500	500	500
Proceeds from sales	(800)	(697)	(692)	(687)	(682)	(675)	(670)	(667)	(660)	(655)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(300)	(197)	(192)	(187)	(182)	(175)	(170)	(167)	(160)	(155)
Net (Surplus)/Deficit	(15,884)	(17,780)	(21,190)	(24,806)	(28,466)	(31,128)	(33,851)	(36,637)	(42,557)	(42,391)
Net Asset Revaluation Increment	(50,339)	-	(52,204)	-	(52,726)	-	(53,253)	-	(53,786)	-
Comprehensive Result	(66,223)	(17,780)	(73,394)	(24,806)	(81,192)	(31,128)	(87,104)	(36,637)	(96,343)	(42,391)

OPERATING ACTIVITIES REVENUE

RATE REVENUE

Council no longer has control over its rate revenue as it is limited in future years by the direction imposed by the Minister for Local Government under rate capping. Current estimates are outlined below:

Table 8 Rates & Charges Estimates

LTFS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rate Revenue	104,058	107,771	111,558	115,421	119,362	123,381	127,481	131,662	135,927	140,278
Supplementary Rates	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Waste Service Charge	8,500	8,840	9,194	9,561	9,944	10,342	10,755	11,185	11,633	12,098
Total Rates & Charges	113,658	117,711	121,852	126,083	130,406	134,823	139,336	143,948	148,660	153,476

Supplementary Rates are additional rate income raised as a result of growth in new or extended properties or by change of land use under the planning scheme.

FEES AND CHARGES

Fees and Charges assist Council to offset the cost of some service delivery directly with the user rather than funding through rate income. If fees and charges income reflects the movement in Council costs and particularly wages costs this will generally mean that the user will continue to contribute the same proportion of the costs. Hence the movement of average wages has been used to predict these costs.

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Statutory Charges are not within Council's control and these generally do not reflect movements in staff costs but at CPI. Some statutory charges are also not indexed e.g. statutory planning and as result ad hoc adjustments to fees occur.

PARKING REVENUE

Parking revenue is a reflection of the statutory charges established by the State Government and also reflects the growing pressure on parking space within the City. Parking revenue can be influenced by many external factors such as economic conditions, clearway policy and fuel prices. A conservative approach to growth in this revenue source has been applied, recognising that it will continue to grow.

Table 9 Predicted trend in parking revenue

LTFS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Parking Revenue	28,534	28,819	29,395	29,984	30,484	30,984	31,484	31,984	32,484	32,984

Note these amounts include the introduction of sensor technology in Year 1 and 2.

Council's income from parking enforcement, permits and parking meter income is significant at \$28.6 million (2016-17 budget) of total income or 16% of total revenue. Parking Revenue should improve following the implementation of the New Parking Technology during 2017-18 & 2018-19. An assumption on the increase in revenue has been built into year 1.

GOVERNMENT GRANTS - OPERATING

These grants are received from Commonwealth and State Governments in support of programs. The largest grant is the Victorian Grants Commission allocation of Commonwealth money. Council's entitlement to the Victorian Grants Commission is an "as of right" entitlement and no significant shift in allocation is expected. This grant has been frozen by the Commonwealth Government in previous years and has not been subject to CPI adjustment. This changes from 2017-18. Any increase will relate to changes in Yarra's population.

INTEREST INCOME

Interest income is based on predicted cash flow, cash balances and CPI.

OPERATING ACTIVITIES EXPENSES

EMPLOYEE COSTS

Employee benefits include all labour related expenditure including agency staff. Costs here are governed by Council's Enterprise Bargaining Agreement that is due for negotiation now and will influence the 2017-18 financial year (Year 1 of the LTFS). From years 2-10 an estimate has been provided that is based on predicted average weekly earnings increases. Any restructuring of the workforce will need to be managed within the existing labour allocations with restructuring costs to be absorbed plus an allowance is also made for movement in banding entitlements.

No allowance has been made for the impact of expected population and dwelling growth on the labour budget.

No allowance has been made for further contributions to the Local Government Defined Benefits Scheme (Vision Super).

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CONTRACTS

Contract costs generally increase in excess of CPI inflation reflecting the growth in average weekly wages and material costs.

MATERIALS AND SERVICES

These relate to a range of goods and services including utilities, insurance, consultants, legal fees, telecommunications and maintenance.

A reduction of \$500,000 in materials and services as an efficiency dividend is included in 2017-18 and extended through years 2-10.

Legal fees are a significant component of Material and Services and these costs are often outside Council's control. Increased development pressure is also generating increases in legal costs associated with VCAT appeals.

Council's contribution to community through its annual and service grants is a large proportion of this cost (Total community grants budget in 2017-18 is \$1.9 million plus other contributions of \$1.46 million).

The State Government also imposes a Waste Levy on Council to encourage enhanced environmental practice across the State and historically has been increasing at around 10% per annum.

DEPRECIATION

Depreciation is forecast to increase by 2% per annum from year 2.

DOUBTFUL DEBTS

Doubtful debts are forecast to decrease across the LTFS.

GAIN/LOSS ON SALE OF ASSETS

An amount of \$0.3 million has been allowed for loss on sale of assets in 2017-18, reducing to \$0.2 million in 2018-19. This remains stable for the remainder of the LTFS.

CAPITAL WORKS PROGRAM

Table 11 Capital Works Program

Capital Works	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Renewal	24,605	25,814	25,559	23,666	25,177	26,832	27,508	29,675	30,003	30,619
Upgrade	539	6,224	7,907	10,865	4,795	3,428	1,990	2,120	2,820	1,825
New	4,896	820	200	1,461	8,028	8,500	10,037	8,531	8,309	9,511
Carry-forwards	3,000	-	-	-	-	-	-	-	-	-
Total	33,040	32,858	33,666	35,992	38,000	38,760	39,535	40,326	41,132	41,955

These numbers also incorporate an update to the definition used for upgrade. Renewal of assets now includes improvements that bring existing assets to today's equivalent capacity or performance capability. For example replacement of a kitchen to today's standard. Upgrade of an asset is restricted to increase in asset capacity. Accordingly the mix of New, Upgrade and Renewal categories in each year has changed since the program was last presented to Council. This change

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Draft Long Term Financial Strategy April 2017

assists to provide a more accurate representation of renewal expenditure which is an important financial indicator.

A review of classification of expenditure between Operating and Capital is also proposed. Currently a large transfer from Capital to Operating occurs as part of the end of year accounting adjustment and review of budget definitions will reduce this variance and better reflect the division of expenditure.

ASSET RENEWAL CAPITAL WORKS

Asset renewal has been incorporated with the LTFS in accordance with the adopted asset management plans. These include:

- Roads (including drainage)
- Buildings
- Open Space 2008 and under review
- Drainage to be separated and under review

Asset renewal expenditure has been indexed for CPI.

Information Technology requirements are based on the Information Systems Strategy. This Strategy is due for renewal in 2017.

Renewal expenditure has been reduced to reflect the move to leasing of motor vehicles.

In general Council's asset renewal requirements are being met however a renewal gap remains.

NEW AND UPGRADE CAPITAL WORKS

The New and Upgrade Capital Works program has been based on assessments undertaken for the 2017-18 Budget preparation.

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APPENDIX 5 BALANCE SHEET ACTIVITIES

Balance Sheet	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets										
Cash and cash equivalents	26,747	26,124	28,081	31,293	39,770	55,041	72,779	93,061	115,966	141,577
Trade and other receivables	14,335	15,023	15,802	16,675	17,545	18,413	19,279	20,143	21,006	21,868
Accrued income	280	280	280	280	280	280	280	280	280	280
Prepayments	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163
Inventories	130	130	130	130	130	130	130	130	130	130
Non Current assets classified as held for sale	696	696	696	696	696	696	696	696	696	696
Total Current Assets	43,350	43,416	46,152	50,237	59,584	75,723	94,327	115,473	139,241	165,714
Non-Current Assets										
Trade and other receivables	255	255	255	255	255	255	255	255	255	255
Property, plant and equipment, infrastructure	1,748,914	1,758,841	1,821,329.5	1,833,484	1,899,872	1,913,794	1,981,244	1,995,732	2,064,312	2,079,429
Total Non-Current Assets	1,749,169	1,759,096	1,821,585	1,833,739	1,900,127	1,914,049	1,981,499	1,995,987	2,064,567	2,079,684
Total Assets	1,792,519	1,802,512	1,867,737	1,883,976	1,959,711	1,989,772	2,075,826	2,111,460	2,203,808	2,245,398
Current Liabilities										
Trade and other payables	17,311	17,311	17,311	17,311	17,311	17,311	17,311	17,311	17,311	17,311
Trust funds and deposits	6,195	6,195	6,195	6,195	6,195	6,195	6,195	6,195	6,195	6,195
Income in advance	223	223	223	223	223	223	223	223	223	223
Provisions	15,215	15,409	15,629	15,874	16,130	16,432	16,815	17,314	17,965	18,806
Interest bearing loans and borrowings	1,142	1,195	1,250	5,713	1,369	1,433	1,500	1,569	1,642	0
Total Current Liabilities	40,086	40,333	40,608	45,316	41,228	41,594	42,044	42,612	43,336	42,535
Non-Current Liabilities										
Provisions	1,416	1,416	1,416	1,416	1,416	1,416	1,416	1,416	1,416	1,416
Other Liab	585	585	585	585	585	585	585	585	585	585
Interest bearing loans and borrowings	37,267	29,233	20,788	7,514	6,144	4,711	3,212	1,642	0	0
Total Non-Current Liabilities	39,268	31,234	22,789	9,515	8,145	6,712	5,213	3,643	2,001	2,001
Total Liabilities	79,354	71,566	63,397	54,831	49,374	48,306	47,256	46,256	45,337	44,536
Net Assets	1,713,165	1,730,946	1,804,339	1,829,145	1,910,337	1,941,466	2,028,569	2,065,204	2,158,471	2,200,862
Equity										
Accumulated surplus	607,014	624,794	645,984	670,790	699,256	730,384	764,235	800,872	840,353	882,744
Reserves	1,106,152	1,106,152	1,158,356	1,158,356	1,211,082	1,211,082	1,264,335	1,264,335	1,318,121	1,318,121
Total Equity	1,713,166	1,730,946	1,804,340	1,829,146	1,910,338	1,941,466	2,028,570	2,065,207	2,158,474	2,200,865

BALANCE SHEET ASSETS

RECEIVABLES

Receivables (net) are forecast to be \$14.3 million in 2017-18. This is anticipated to increase by 5% on average each year across the LTFS.

INVENTORY, ACCRUED INCOME, REPAYMENTS AND ASSETS HELD FOR SALE

The remaining current asset items have been left at forecast 2016-17 levels.

PROPERTY, INFRASTRUCTURE AND PLANT AND EQUIPMENT

Property, infrastructure and plant and equipment is based on forecasts for additions and disposals net of depreciation. An escalation factor of 5.0% has been allowed every two years from 2017-18 for the asset revaluation increment.

INVESTMENTS IN ASSOCIATES, OTHER RECEIVABLES AND FINANCIAL ASSETS

The remaining non-current asset items have been left at forecast 2016-17 levels.

Attachment 2 - DRAFT City of Yarra Long Term Financial Strategy April 2017**Draft Long Term Financial Strategy April 2017****BALANCE SHEET LIABILITIES****PAYABLES**

Payables are forecast to be \$17.3 million in 2017-18 and remaining stable across the LTFS.

TRUST FUNDS

Trust funds are forecast to be \$6.2 million in 2017-18 and remaining stable across the LTFS.

EMPLOYEE PROVISIONS (CURRENT AND NON-CURRENT)

Employee provisions are forecast to be \$16.6 million in 2017-18 increasing to \$20.2 million over the 10 year period.

INTEREST BEARING LOANS AND BORROWINGS

Loans are based on repayment schedules for two loans of \$32.5 million and \$13.5 million both repayable within the life of this LTFS.

OPEN SPACE RESERVE

The open space reserve is forecast to be fully acquitted during the 2017-18 financial year. This will continue through the 10 year period.

11.4 Investing in Community Grants 2018-2020 Initiation Report.

Executive Summary

Purpose

To provide an overview and seek endorsement of the process, objectives, priority areas and assessment procedures for the Investing in Community Grants 2018-2020 and to seek approval for the budget for the Investing in Community Grants 2018-2020.

Key Issues

The Investing in Community Grants program aims to support community initiatives and projects that address local issues, increase community resilience, build social capital and enhance wellbeing for City of Yarra residents. The grants aim to foster social outcomes such as knowledge and skills development, increased levels of resilience and the celebration of cultural diversity. The grants program is a major way for Council to address issues of social inequity and support projects which aim to strengthen the community.

Financial Implications

\$280,000 per annum over three years from 2017/18 to 2019/20 will be included for approval in the draft budget towards the Investing in Community Grants (with a CPI increase for the second and third year, subject to budget approval).

PROPOSAL

This report seeks endorsement of the funding allocation for the Investing in Community Grants 2018-2020 and the guidelines, assessment, monitoring and evaluation processes for the program.

11.4 Investing in Community Grants 2018-2020 Initiation Report.

Trim Record Number: D17/32085

Responsible Officer: Community Partnerships Unit Manager

Purpose

1. To provide an overview and seek endorsement of the process, objectives, priority areas and assessment procedures for the Investing in Community Grants 2018-2020; and
2. To outline and seek approval for the budget for the Investing in Community Grants 2018-2020.

Background

3. Yarra City Council's Community Grants Program is a significant investment in the community. It is one of the largest local government grant programs, through which Yarra has established a reputation for its strong support for the community. The Community Grants Program aims are to:
 - (a) develop partnerships to achieve Council's strategic directions;
 - (b) direct resources to both the emerging and specific needs of disadvantaged groups;
 - (c) develop a positive approach to the resolution of local social issues;
 - (d) support local groups, activities and community connectedness; and
 - (e) support community organisations to develop skills and increase participation.
4. The Investing in Community Grants (ICG) are a long-running competitive grants program which offers three-year funding to not-for-profit organisations to run programs which serve the community and align with Council's funding priorities. The total pool of funding available is \$280,000 per year over three years. The grants operate on a calendar year basis, i.e. year one in 2018, year two in 2019 and year three in 2020.

The ICG's funding priorities are based on the following nine key Council plans and strategies. Each successful application will directly address at least one of these priority areas.

- (a) Aboriginal Partnerships Plan 2015-18;
- (b) Access and Inclusion Plan 2014-2017;
- (c) Early Years Strategy 2015-2018;
- (d) Gambling Policy 2017;
- (e) Middle Years Strategy 2014-17;
- (f) Multicultural Partnerships Plan 2015-18;
- (g) Night Time Economy Strategy 2014-18;
- (h) River of Life Positive Ageing Strategy, Stage Two Action Plan 2014 – 2017; and the
- (i) Yarra Environment Strategy 2013-2017.

The selected priorities from each of the different plans and strategies are available in the attached guidelines. **Attachment One**

5. ICG recipients will work on their projects over three years (2018-2020), keeping in regular contact with Council's contacts and maintaining an ongoing evaluation of their work.
6. The recipients for the previous ICG round (2015-2017) were 3CR Community Radio, Artful Dodgers Studio, Jesuit Social Services, Collingwood Basketball Association, Concern Australia, Fitzroy Learning Network, Fitzroy Legal Service, Infoxchange, Inner Northern Local Learning and Employment Network, St. Mary's House of Welcome and the Victoria Police Blue Light.

External Consultation

7. Public feedback is sought each year on the grants through an applicant survey which forms the basis for program improvements to be made. This includes revising the promotion, application and assessment process to ensure that the grants are meeting community needs. Continuous improvement methods are applied to the governance and accountability of the grants program.
8. The grants recommendations will be made by a panel of local community members with knowledge of the community needs in Yarra. The community panel comprises a majority of external community representatives and can also include Council officers. The Community panel must comprise of at least five people, three of whom are not Council staff.
9. The community panel will conduct an assessment process based on the guidelines, objectives, criteria and knowledge of community needs.

Internal Consultation (One Yarra)

10. The grants program can only be delivered as a result of a whole of organisation approach where officers across council have different roles though are dependent on each other. The grants team leads and administers the program whilst the specialist officers provide content, direction on funding priorities, monitoring and feedback.
11. The ICG funding priorities are based on key Council plans and strategies. Council officers who have responsibility for implementing these plans and strategies from across council have provided advice on the funding priorities which will be used for these grants. These priorities appear in the guidelines and need to be addressed in the grant applications.

Financial Implications

12. \$280,000 per annum over three years for Investing in Community Grants 2018-2020 has been referred to the annual budget process for consideration and approval with a CPI increase for the second and third year, pending budget approval.

Economic Implications

13. Grants strengthen the community sector through providing a flexible and responsive source of funds to community based not-for-profit organisations. Funding is used to support projects that deliver the outcomes outlined within Council plans and strategies, target the areas of highest need within the community, and ultimately aim to improve the long term economic outlook for local individuals, families and businesses through strengthening the capacity of local organisations.
14. Grants redistribute funds to those less advantaged in the community. Projects that support new arrivals, young people and families through skills development or service coordination also have an indirect economic benefit.

Sustainability Implications

15. All grant applicants are encouraged to consider the environmental impact of their projects and ways in which to minimise their footprint. All applicants are asked to consider ways of reducing and/or re-using resources. Direct environmental outcomes could come from successful grants that address the Yarra Environment Strategy.
16. The application and assessment process takes place online through SmartyGrants, thus eliminating the need for printing.

Social Implications

17. The grants program aims to address social needs across a range of areas. The social objectives addressed within the grants program are to build a sense of community and promote and improve community health and wellbeing through:
 - (a) cultural activities (community celebrations, observance of traditional celebration days, cultural festivals and events);
 - (b) recognition of diversity (projects that strengthen Yarra's diverse community or celebrate and recognise diversity); and

- (c) social cohesion (projects which seek to bring people together and support the development of communities with shared aims and aspirations);
- (d) recreation opportunities (sports, social recreation, walking and improving access to recreational activities);
- (e) improving health and wellbeing (food security, nutrition, skills development, health information, social engagement and support); and
- (f) promoting the participation of people with a disability in cultural, social and civic activities (encouraging organisers to increase the accessibility of their events and programs).

Human Rights Implications

18. The ICG are in alignment with the Victorian Charter of Human Rights and Responsibilities Act 2006 and actively support people to participate in and contribute to their community.

Communications with CALD Communities Implications

19. One of the main priorities for the grants is to support projects based on Council's Multicultural Partnerships Plan. Projects which support refugee, asylum seekers and CALD communities are actively encouraged.

Council Plan, Strategy and Policy Implications

20. The 2013 - 2017 Council Plan is the basis for the ICG program. The grants support the delivery of the Council Plan and are a key way in which those objectives can be achieved in partnership with the community.
21. All five strategic objectives of the Council Plan relate to the Grants Program:
- (a) Celebrating Yarra's uniqueness: The program provides support for community groups to offer inclusive and diverse activities, services, information and cultural celebrations;
 - (b) Supporting Yarra's community: The grants provide a flexible and responsive source of funds to support projects and initiatives within the not for profit community sector. The program supports Council's commitment to social justice and social inclusion principles, and provides support to communities living in Yarra's public housing estates.
 - (c) Making Yarra more liveable: The community grants contribute immeasurably to Yarra's liveability and add to the diversity of activities available for residents. Many of the grants address social issues which improve the liveability of Yarra by seeking to resolve some of the urban problems of poverty, drug addiction and family violence;
 - (d) Ensuring a sustainable Yarra: Environmental Sustainability is one of the key criteria of the grants. All applicants are asked to consider the environmental impact of their project; and
 - (e) Leading local government: Yarra City Council's grants program is a recognised leader among Local Government in Victoria. As well as having one of the largest grant programs, Yarra's grants have been an innovative means of connecting with and supporting local communities and our administrative processes are well regarded.

Legal Implications

22. The grants program enables Council to achieve some of the basic tenets of the Local Government Act 1989:
- (a) Section 3C to promote the social, economic and environmental viability and sustainability of the municipal district;
 - (b) Section 3D fostering community cohesion and encouraging active participation in civic life; and
 - (c) Section 3E planning for and providing services and facilities for the local community.
23. Council has not sought legal advice in relation to the grants program this year.

Other Issues

24. There are no other issues.

Options

25. There are no other options.

Conclusion

26. The Investing in Community Grants remain a key way for Council to invest in community through a responsive community-focussed program. A significant investment of resources is allocated for this purpose with strong outcomes in the community.

RECOMMENDATION

1. That Council:
- (a) endorse the guidelines for the Investing in Community Grants 2018-2020; and
 - (b) approve the allocation of \$280,000 per year to Investing in Community Grants for three years (2018-2020), with a CPI increase for the second and third year, (subject to budget approval).

CONTACT OFFICER: Michael Van Vliet
TITLE: Community Grants Team Leader
TEL: 9205 5146

Attachments

- 1 Investing in Community Grants 2018-2020
Guidelines

Attachment 1 - Investing in Community Grants 2018-2020 / Guidelines



Attachment 1 - Investing in Community Grants 2018-2020 / Guidelines

Investing in Community Grants 2018-2020 Guidelines

Introduction

Yarra City Council runs a number of Programs and Grant Rounds to help achieve the Strategic Objectives of the Council Plan.

Investing in Community Grants (ICG) 2018-2020 is a competitive grant round which provides three years of funding to not-for-profit organisations that run programs which serve the community and align with Council's funding priorities. The total pool of funding available is \$280,000 per year over three years.

ICG will focus on twenty-five Funding Priorities that represent priority elements of nine of Council's key strategic plans. These priority objectives are listed in a table at the end of this document. Each successful application will directly address at least one of these priority areas. Council's strategic plans are available in full on Council's website. Visit <http://www.yarracity.vic.gov.au/Your-Council/Council-Plan/> to view a full copy of the current Council Plan or see the table at the end of this document for links to individual Strategic Plans.

ICG recipients will work on their projects over three years (2018-2020), keeping in regular contact with Council's Contacts and maintaining an ongoing evaluation of their work.

Key dates for ICG 2018-2020

Grants Information Session Richmond Town Hall (Meeting Room 1)	6pm-7pm, Monday, 8 May 2017
Grants Information Session Collingwood Library Meeting Room	11am-12pm, Wednesday 10 May 2017
Preview application form available	1 May, 2017
Grant round opens	8 May, 2017
Council Contacts available for consultation	8 May – 23 June 2017
Applications close	11:59pm, Monday 26 June 2017
Announcement of grant outcomes	4 October 2017
Funding agreements to be returned by successful applicants	By 31 October to secure November payment
Grants paid by Electronic Funds Transfer - Upon return of signed funding agreement	From November 2017
Projects commence	1 January 2018

Assessment Criteria

All applications will be assessed on their ability to meet the following criteria:

- capacity of the applicant to deliver on project outcomes;
- clearly defined project aims;
- clearly defined project plan;
- clearly defined measures of success;
- alignment with funding priorities;
- evidence of community need;
- expected community benefit;
- community participation and consultation where appropriate; and
- a complete and realistic budget.

For further information please call Community Grants on 9205 5170, or email yarragrants@yarracity.vic.gov.au

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Eligibility Criteria

Applicants for Investing in Community Grants must meet the following eligibility requirements. Ineligible applications will not be assessed.

Eligible Applicants

- Applicants must have an active ABN*
- Applicants must be a not-for-profit, incorporated community group (that is a group with a voluntary membership who come together to pursue a common goal)† **OR** meet one of the following specific exceptions:
 - be a registered charity, public benevolent institution or have DGR status;
 - be a state government entity seeking funding for activities beyond those considered the responsibility of State or Federal Government;
- Applicants must have acquitted previous Council grants and have no outstanding debts to Yarra City Council;
- Adequate public liability insurance, working with children checks, WorkCover and superannuation coverage are required to be held by all funding recipients.

Eligible Projects

- Applicants must demonstrate how the proposed project will meet at least one listed Council Funding Priority listed in the table at the end of this document;
- Applicants must be locally based and/or applying for a program, service or activity that is of benefit to the Yarra community;
- All projects must have a public outcome within the City of Yarra;
- The project must take place across the three year period from 1 January 2018 and 31 December 2020.

** The applicant name must match the ABN Entity Name or a Trading Name formally registered against the ABN provided and the name on the bank account provided for payment.*

† For further information on the kinds of groups we deem eligible please see the definition provided by the Fitzroy Legal Service at: http://www.lawhandbook.org.au/06_06_02_what_type_of_community_organisation_should_you_form/

Applicants that are not eligible

- Neighbourhood Houses are funded through Council's Neighbourhood House Funding Program and are therefore are not eligible for Investing in Community Grants.
- Businesses or for-profit organisations;
- Individuals;
- Auspiced applications will not be accepted in this grant round unless by a Neighbourhood House for an independent project that is not considered under its normal programming.

Projects that are not eligible

- A program that is considered the responsibility of State or Federal Government;
- Activities that take place outside the City of Yarra (including touring costs), unless part of an ongoing project with a proven and direct benefit to the Yarra community;
- Building, capital works** or facility maintenance works;
- Ongoing staff salaries or administration costs not specific to the project;
- The purchase of equipment only. Equipment may be purchased as part of a project;
- Activities that are sponsored by gambling businesses or take place at inappropriate venues;
- Projects with the singular purpose of promoting religion or that may be perceived as for the purpose of proselytizing;
- Individual training, study or academic research in Australia or overseas;
- A project that will be offered for assessment in the above training courses;
- Applications that are solely for attending forums, workshops and conferences;
- Competitions; Prize-events, award exhibitions or exclusively fundraising events;
- Applications to fund projects retrospectively.

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*** Capital works are defined as projects undertaken to create a new permanent asset or space, or to permanently change the use, function or layout of an existing asset or space.*

Submitting Your Application Online

Applicants are required to submit their application and supporting materials using the online grants form available via: <http://cityofyarra.smartygrants.com.au>

A preview version of the application form will be available from this website from 1 May 2017.

Please note that applications are not submitted online until you hit the **submit** button. After submitting your application you will receive an email acknowledging receipt of your application which will include a PDF copy for your records. This will be sent to the email address you logged into SmartyGrants with. *If you do not receive this email your application has not been submitted successfully.* City of Yarra staff cannot view applications that have not been submitted, so please make sure you hit the submit button at the end of the application process.

Applications and all supporting material are due by **11:59pm, Monday 26 June 2017**, and any additional information or materials will not be accepted after this date. SmartyGrants support will not be available after 5pm, and as such, we recommend submitting before this time. Typed, emailed or faxed applications will not be accepted. Ineligible applications will not be assessed.

Before Submitting your Application

Information Sessions

Council is holding two information sessions (8th and 10th May) for applicants seeking further information on the grants and the application process. There is no need to RSVP to these sessions. Please see the table of Key Dates above for times and locations.

Questions about your application?

Applicants with questions about the application form are encouraged to contact the Grants Team on 9205 5170. If you are having difficulty with your SmartyGrants user account or accessing an application, please contact SmartyGrants directly on 9320 6888 or via email at: service@smartygrants.com.au.

Speak to a Council Contact

Contact details of the Council Contacts responsible for each Funding Priority are detailed in the table at the end of this document. ***It is important that you talk through your project ideas with the officer responsible for the Funding Priority before applying.*** The Council Contact can provide you with advice on how to shape your program and application to give it every chance of success.

If you would like to request a meeting with the Council Contact and a member of the Grants team, please contact the Council Contact for the appropriate Funding Priority as listed in the table at the end of this document before Friday 16th June 2017 to arrange a suitable time.

Collaborative Approaches

Council encourages all applicants to consider collaborating on projects that work towards a common goal or support a common target group. We encourage groups to work together, learn from each other's experience and avoid unnecessary duplication. Additional supporting documentation for collaborative projects can be attached to the application via the upload link in the application.

For further information please call Community Grants on 9205 5170, or email yarragrants@yarracity.vic.gov.au

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Environmental Impact

Council will give preference to all applicants who consider incorporating activities that improve the sustainable outcomes of their projects.

For more information contact Sally MacAdams, Local Sustainability Facilitator, on 9205 5769.

Accessibility

Council encourages all applicants to consider how their organisation and project will be Accessible and Inclusive. Council is interested to hear how your project increases opportunities for people with a disability to participate in the social, cultural and economic life of our society.

For ideas on how to make your program, project, or event more flexible please see the accessibility guide on the Yarra Grants website at: www.yarracity.vic.gov.au/communitygrants .
For more information contact Nadia Mattiazzo, Metro Access Officer on 9205 5414.

Preparing a Grant Application

When preparing your grant application, please consider the following important components:

- Begin your application as early as possible. It is highly recommended to submit your application before the due date. The grant round closes strictly at **11:59pm, Monday 26 June 2017**, and we are unable to accept late applications for any reason.
- Ensure that you have a clear idea about what it is that you want to do and how you are planning on doing it.
- Ensure that you state in your project description what the actual project is. Describe the event/activity/program, so that it is clear what you want to do, and why you want to do it.
- Be as precise as possible. The assessors are aware that your project may still be in the planning stage, and that definite plans are not always possible until funding is secured. However, you can still clearly state what your intentions are and, if needed, adjust the project plan through a Project Variation if your grant is successful.
- If your project involves partnering with another organisation, it is useful to show some evidence of that partnership, such as a letter of support.
- SmartyGrants technical support will not be available after 5pm. As such, we recommend submitting before this time.

Preparing a Project Budget

When preparing a budget for your project please consider the following important components:

- Due to the competitive nature of ICG, successful applicants may not be granted the full amount they request. A smaller amount may be recommended if the project will still be viable. Therefore it is important to ensure that your budget is as detailed as possible so that the assessment officers can be clear which items they are supporting;
- The average size Investing in Community Grant in 2015-2017 was \$25,500 per annum;
- Staff costs and equipment must be part of an overall budget to help demonstrate the capacity to achieve the outcomes for the project;
- Applications may be strengthened by applying for and securing other funding for your project. Please include all funding in your budget and ensure it is clear if the funding is confirmed or unconfirmed; and
- It is important that all costs are realistic and justified for the proposed project.

Preparing Attachments and Supporting Documents

All applicants must upload a copy of their organisation's most recent annual financial statement to their Investing in Community Grant application. For most, this will be the 2014/15 or 2015/16 Financial Statement that is required by Consumer Affairs Victoria. Please do not send your full Annual Report.

For further information please call Community Grants on 9205 5170, or email yarragrants@yarracity.vic.gov.au

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Space is provided in the application to include additional supporting material to your application. Some things to consider including, if appropriate, are:

- Letters of support from partner organisations working with you on this project;
- Letters of support from organisations consulted, or that you have previously worked with;
- Examples of previous work or projects
- Evaluation report from previous iterations of the program

Public Liability Insurance

Applicants are not required to include a copy of their public liability insurance with their Investing in Community Grant application. However, if the application is successful, Council requires that all grant recipients provide evidence of public liability insurance, with an adequate coverage level, in order to be eligible to receive payments for successful grants. In most cases this will be a copy of your public liability insurance certificate of currency.

If you do not have public liability insurance, you will need to provide a copy of the public liability insurance certificate of the venue where your project will take place.

Acquittal

To be eligible for a Grant, organisations and/or individuals must have acquitted all completed grants from Yarra City Council. Links to the appropriate acquittal forms are listed under each application in SmartyGrants. Please login to: cityofyarra.smartygrants.com.au and follow the links to the specific grant.

Please keep receipts for expenditure items over \$200 to upload into your online acquittal.

Yarra Annual Grants 2018

Applications for Yarra's Annual Grants 2018 program will be open from 12 June to 24 July, 2017. You will not know the outcome of your ICG application before applications close for the Annual Grants.

Because of this, you are able to submit an application to both the Investing in Community Grants and the Annual Grants for the same project. If your application is recommended in the ICG, it will then be withdrawn from consideration for an Annual Grant.

It is highly recommended that you submit an application to both programs, so that your project can still be considered for funding in 2018 if it is not successful in the ICG program. Council cannot move an application to the Annual Grants on your behalf.

Applications to be submitted by 11:59pm on 26 June 2017

No late applications will be accepted

Technical support will not be available after 5pm. As such, we recommend submitting before this time.

All Applicants will be notified of outcomes on 4 October 2017

You can save and return to <http://cityofyarra.smartygrants.com.au/> at any time. Once submitted, the application can still be viewed, but can only be changed with the Grant Team's assistance. Please call the Grants Team on 9205 5170. Changes will not be possible after the application closing date.

For further information please call Community Grants on 9205 5170, or email yarragrants@yarracity.vic.gov.au

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Funding Priorities for Investing in Community Grants 2018-2020

It is important that you talk through your project with the relevant Council Contact for the Funding Priority before applying for a grant.

	Funding Priority	Council Contact
1	<p>Aboriginal Partnerships Plan 2015-18</p> <p>Priority 1: Promoting Culture - promoting Aboriginal culture to deepen peoples' understanding of Aboriginal people, history and culture.</p> <p>Priority 2: Community Connection - support Aboriginal community connection to Fitzroy and other historically significant places in Yarra, and will continue to develop its own connection to the Aboriginal community.</p> <p>Priority 3: Cultural Awareness - collaborate with the Aboriginal community to increase cultural awareness in organisations and promote Aboriginal calendar events and other significant Aboriginal community events.</p> <p>www.yarracity.vic.gov.au/Services/Community-Planning/aboriginal-services/Aboriginal-partnerships-plan/</p>	Colin Hunter 9205 5014
2	<p>Access and Inclusion Plan 2014-2017</p> <p>Priority 1: Provide equitable and accessible opportunities for people with disability to engage in cultural and social activities and events and in civic and community decision making.</p> <p>Priority 2: Create and promote resources, information and communication that are responsive to the needs of people with disability.</p> <p>Priority 3: Increase community awareness regarding practices that are inclusive of people with disability.</p> <p>www.yarracity.vic.gov.au/services/Disability-services/access-and-inclusion-plan-/</p>	Marta Rokicki 9205 5435
3	<p>Early Years Strategy 2015-2018</p> <p>Priority 1: The voices of young children in Yarra are listened to along with those of their families (principles of respect and participation)</p> <p>Priority 2: Young children and their families in Yarra are resilient (principles of inclusive and accessible and valuing diversity)</p> <p>www.yarracity.vic.gov.au/services/Family-and-Children-services/early-years-strategy-2015-2018/</p>	Sarah O'Donnell 9205 5478
4	<p>Middle Years Strategy 2014-17</p> <p>Priority 1: Support and enhance the safety, health and wellbeing of middle years children and young people, and their families</p> <p>Priority 2: Form partnerships to support the delivery and enhancement of affordable sports and recreation activities, programs, and access to clubs to meet diverse needs and interests</p> <p>Priority 3: Plan and deliver affordable targeted engagement programs that provide positive role models and enhance connections to peers, families and communities</p> <p>Priority 4: Strengthen school and community connectedness, increase student aspiration and enhance parent engagement in all aspects of learning.</p> <p>www.yarracity.vic.gov.au/services/Family-and-Children-services/middle-years-strategy/</p>	Rupert North 9426 1544

For further information please call Community Grants on 9205 5170, or email yarragrants@yarracity.vic.gov.au

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5	<p>Gambling Policy 2017</p> <p>Priority 1: Engage in community education to raise awareness of the risks involved in the poker machine industry</p> <p>Priority 2: Engage in targeted education for women, CALD communities, people from Aboriginal backgrounds, people with a disability and/or mental illness to improve community understanding of the risks posed by the gambling industry</p> <p>Priority 3: Fund alternative recreational activities to gambling to foster social inclusion and reduce the potential market for poker machines</p> <p>www.yarracity.vic.gov.au/services/community-planning/gambling-policy/</p>	<p>Belinda Robson 9205 5093</p>
6	<p>Multicultural Partnerships Plan 2015-18</p> <p>Priority 1: Create opportunities for people from multicultural backgrounds to make connections and share traditions, encouraging a stronger sense of belonging to the broader Yarra community.</p> <p>Priority 2: Support programs and services that target groups from multicultural backgrounds at risk of disadvantage (e.g. asylum seekers, women, people with disabilities, international students, GLBTI).</p> <p>Priority 3: Support opportunities which promote intercultural relations, combat racism, celebrate diversity and acknowledge the multicultural heritage of Yarra.</p> <p>www.yarracity.vic.gov.au/services/Community-Planning/multicultural-services/Community-Planning/multicultural-services/multicultural-partnerships-plan/</p>	<p>Cristina del Frate 9205 5176</p>
7	<p>Night Time Economy Strategy 2014-18</p> <p>Priority 1: Enhance people's experience of visiting night time entertainment precincts.</p> <p>Priority 2: Support diversity in night related activity.</p> <p>Priority 3: Develop and enhance data, evidence, policies and protocols relating to the Night Time Economy.</p> <p>www.yarracity.vic.gov.au/services/Community-Planning/the-night-time-economy-in-yarra/</p>	<p>Erika Russell 9205 5534</p>
8	<p>River of Life Positive Ageing Strategy, Stage Two Action Plan 2014 – 2017</p> <p>Priority 1: Ensuring mature residents have access to a wide range of opportunities for all aspects of health living, recreational, mental emotional and social.</p> <p>Priority 2: Ensuring accessibility and mobility for mature residents throughout Yarra. Providing safe access to open space, parks, local shopping centres and neighbourhood precincts.</p> <p>Priority 3: To provide opportunities for mature residents to be involved in lifelong learning activities and engage in active roles through intergenerational learning exchange opportunities with cross generational mentoring and ongoing interaction between students and mature Yarra citizens.</p> <p>www.yarracity.vic.gov.au/services/Older-persons-services/Positive-Ageing-Strategy/</p>	<p>Frances Moloney 9205 5595</p>
9	<p>Yarra Environment Strategy 2013-2017</p> <p>Priority 1: Empower and educate the community to support sustainable consumption and lifestyles.</p> <p>Priority 2: Accelerate collective action for sustainable consumption and lifestyles.</p> <p>Priority 3: Provide tailored support to target groups to increase participation in sustainability initiatives by diverse groups.</p> <p>www.yarracity.vic.gov.au/environment/Environment-Strategy/</p>	<p>Sally MacAdams 9205 5769</p>

For further information please call Community Grants on 9205 5170, or email yarragrants@yarracity.vic.gov.au

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FOR INFORMATION IN YOUR LANGUAGE ABOUT THIS DOCUMENT OR ABOUT COUNCIL, PLEASE CALL 9280 1940 AND QUOTE THE **REF** NUMBER BELOW.

ARABIC

للمعلومات باللغة العربية، حول هذا المستند أو عن المجلس البلدي، نرجو الإتصال هاتفيا على الرقم 9280 1930 وأذكر رقم المرجع **REF** المذكور أدناه.

SIMPLIFIED CHINESE

欲知有关本文档或议会的普通话版本信息，请致电9280 1937并报上下列**REF**号码。

TRADITIONAL CHINESE

欲知有關本文檔或議會的粵語版本資訊，請致電9280 1932並報上下列**REF**號碼。

GREEK

ΓΙΑ ΠΛΗΡΟΦΟΡΙΕΣ ΣΤΑ ΕΛΛΗΝΙΚΑ ΣΧΕΤΙΚΕΣ ΜΕ ΑΥΤΟ ΤΟ ΈΓΓΡΑΦΟ Ή ΤΗ ΔΗΜΑΡΧΙΑ, ΠΑΡΑΚΑΛΟΥΜΕ ΚΑΛΉΣΤΕ ΤΟ 9280 1934 ΚΑΙ ΑΝΑΦΕΡΕΤΕ ΤΟΝ ΑΡΙΘΜΟ **REF** ΠΑΡΑΚΆΤΩ.

ITALIAN

PER AVERE INFORMAZIONI IN ITALIANO SU QUESTO DOCUMENTO O SUL COMUNE, SI PREGA CHIAMARE IL NUMERO 9280 1931 E CITARE IL NUMERO DI RIFERIMENTO (**REF** NUMBER) SOTTOINDICATO.

SPANISH

PARA INFORMACIÓN EN CASTELLANO SOBRE ESTE DOCUMENTO O SOBRE EL AYUNTAMIENTO, LLAME AL 9280 1935 Y CITE EL NÚMERO DE **REF** DE MÁS ADELANTE.

VIETNAMESE

ĐỂ BIẾT THÔNG TIN BẰNG TIẾNG VIỆT VỀ TÀI LIỆU NÀY HAY VỀ HỘI ĐỒNG, XIN HÃY GỌI SỐ 9280 1939 VÀ NÊU SỐ **REF** DƯỚI ĐÂY.

REF 17081

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11.5 Consideration and adoption of a Civic Flag Policy

Trim Record Number: D17/17549

Responsible Officer: Group Manager Chief Executive's Office

Purpose

1. To consider a review of the existing Flying of Flags at Town Halls Policy and to present a new Civic Flag Policy for consideration as requested by Council on 23 August 2016 and to respond to Council's resolution of 7 March 2017.

Background

2. On 2 August 2016, Council considered a report following a request from the Vietnamese Community of Australia - Victorian Chapter for Council to formally recognise the Vietnamese Yellow Flag ("Co Vang"), as a symbol of the identity of the Vietnamese Australian community and their contribution to Australia, and to arrange to fly the flag each year on 19 June.
3. On the day of the meeting, Council received a letter from the Department of Foreign Affairs and Trade (DFAT) which expressed concern at any proposal to recognise the Co Vang and to fly it on Council's Town Halls. The letter requested Council to observe Commonwealth flag protocols and urged sensitive consideration of the matter.
4. Following consideration of that report, Council resolved to formally recognise the Co Vang as a community flag with immediate effect, but deferred consideration of the request to fly the flag and sought a further report on the implications for flying the Co Vang having regard to the issues raised in DFAT's letter.
5. On 23 August 2016, Council considered a further report which provided greater detail regarding the protocols regarding flying the Co Vang, as well as further information about the experiences of two other municipalities which had previously resolved to fly the flag.
6. Following consideration of that report, Council resolved to:
 - (a) re-iterate its acknowledgement of the importance of the Co Vang as a community flag;
 - (b) recognise that there are other community flags from different cultures which Council would also equally acknowledge; and
 - (c) determine to conduct a review of Council's Flying of Flags Policy with a view to investigating the feasibility of erecting temporary flagpoles at approved community events and/or providing for additional flagpoles to be erected in a suitable civic location, specifically for community flags (noting that such a location should be not in proximity to a Civic Flagpole where the Australian flag is flown) and that this review be presented to a council in the first quarter of 2017.
7. On 7 March 2017, Council again considered the flying of flags following a General Business Motion, this time resolving that:
 1. *Council request Officers to report back to the next meeting cycle on the capacity to install an additional flagpole (i.e. a fourth flagpole) at each of the Richmond, Fitzroy and Collingwood Town Halls, such report to include:*
 - (a) *the estimated costs and any other considerations/implications in erecting additional flagpoles;*
 - (b) *the most suitable position for locating such additional flagpoles at each Town Hall; and*
 - (c) *any other issues (e.g. protocol implications) regarding flying community flags in conjunction with the Australian flag.*
8. This report explores alternative mechanisms by which community flags can be flown without risking a breach of Commonwealth Flag protocols and responds specifically to the Council resolutions of 23 August 2016 and 7 March 2017.

9. Council's current policy is to fly three Australian flags at each of the Town Halls - the Australian National Flag, the Australian Aboriginal Flag and the Torres Strait Islander Flag. In addition, various community flags are flown throughout the year, with the practice being to remove one of the Australian Flags (usually the Torres Strait Islander Flag) to enable the community flag to be flown.
10. One challenge with this approach is that in the instance of a significant event which requires the half-masting of the Australian Flags coincides with a day designated for flying of a community flag, a decision is required as to which event to observe. This is an ongoing risk and is not easy to resolve.
11. For example, in the event of the death of the Head of State, Council would be obligated to fly the Australian Flag at half-mast for a period of between the death and the funeral. If a community flag raising had been scheduled to celebrate a particular community flag during this time, Council would have to either cancel the community flag raising or make last minute arrangements and locate a flagpole at an alternative location.
12. Further, the removal of the Australian National Flag, the Australian Aboriginal Flag or the Torres Strait Islander Flag is contrary to Council's long standing commitment to fly the flags of our indigenous communities.
13. In Council's resolution of 23 August 2016, advice was sought on the feasibility of erecting temporary flagpoles at approved community events and/or providing for additional flagpoles to be erected in a suitable civic location, specifically for community flags and in particular noting, that such a location should be not in proximity to a Civic Flagpole where the Australian flag is flown. That advice follows.

Feasibility of erecting temporary civic flagpoles

14. In Council's resolution of 23 August 2016, advice was sought on the feasibility of erecting temporary flagpoles at approved community events, specifically for community flags.
15. Temporary flagpoles could be erected in a range of locations and used to fly community flags on days of significance to those communities. Provided the flagpoles were not erected at a venue where the Australian Flags are flown, the use of the flagpoles in this manner would not breach Commonwealth flag protocols.
16. One advantage of this approach is that it offers perhaps the greatest degree of flexibility, in that the locations could change according to need and that the number of flagpoles could be changed over time. It is also the only option that would allow for flagpoles to be displayed at Council's festivals and events.
17. One disadvantage of this approach is that the cost of erecting the flagpoles (it is estimated at \$500 per use) would serve as a significant disincentive to the display of community flags, and would likely lead to Council being unable to accommodate requests to expand the current range of flags being displayed. It is also likely that the ongoing wear and tear due to the removal and transport of the flagpoles would require their replacement at more frequent intervals than would be the case for a permanently installed flagpole.
18. Due to the significant costs involved in this approach (which are described in more detail under Financial Implications) a draft policy has not been developed to support this option. If such a policy were required, it would be similar to that provided at **Attachment 1**, with additional measures to assist with determining suitable locations for the flagpoles to be erected.

Feasibility of installing civic flagpoles in locations away from Council's Town Halls

19. In Council's resolution of 23 August 2016, advice was sought on the feasibility of providing for additional flagpoles to be erected in a suitable civic location (not in proximity to a Civic Flagpole where the Australian flag is flown), specifically for community flags.

20. Flagpoles could be installed nearby each of the Town Halls (but not within the grounds of the buildings themselves) specifically to fly community flags on days of significance to those communities. While Commonwealth flag protocols place restrictions on the circumstances and manner of flags flown together, they do not place limitations on the flying of flags in neighbouring, but separate locations. By clearly defining the civic flagpoles as separate and distinct locations and ensuring they are placed off the grounds of the three Town Halls, Council would not be restricted in the use of community flags due to the presence of the Australian Flags at the nearby Town Halls.
21. One advantage of this approach is that it provides Council with an opportunity to place additional flags and strike a balance between the symbolism of flying community flags that are of importance to Yarra's residents, with Council's obligation to observe Commonwealth flag protocols and to not put into conflict the Australian Government's relationships with other governments across the world. It also enables Council to consider flying a much greater range of community flags over time.
22. A number of options have been identified in the reasonable proximity of each of the Town Halls. In determining a suitable location, consideration should be given to the public profile of the locality. The initially identified options (listed in order of proximity to the Town Halls) are:

Collingwood	<ul style="list-style-type: none"> • St Phillip's Reserve • Gahan Reserve
Fitzroy	<ul style="list-style-type: none"> • Whitlam Place • Condell Street Reserve
Richmond	<ul style="list-style-type: none"> • Citizen's Park • Mary Rogers Square

23. Preliminary advice suggests that a planning permit would not be necessary for the erection of flagpoles in the park locations above.
24. An indicative estimate places the costs of this approach (which are described in more detail under Financial Implications) at approximately \$20,000.
25. A draft policy to support this option is attached to this report as **Attachment 1**.
26. As a reduced cost alternative to the establishment of three separate locations for the erection of Civic Flagpoles, consideration could be given to establishment of a single site in the municipality with multiple flagpoles. Ideally, the chosen location would be nearby to one of the Town Halls, as this enables a flag marshal from one of those locations to operate the Civic Flagpoles without additional travel costs. By way of example, five flagpoles could be installed at St Phillip's Reserve, Collingwood at a cost of approximately \$10,000 (see more under Financial Implications).

Feasibility of erecting an additional flagpole at each of Council's Town Halls

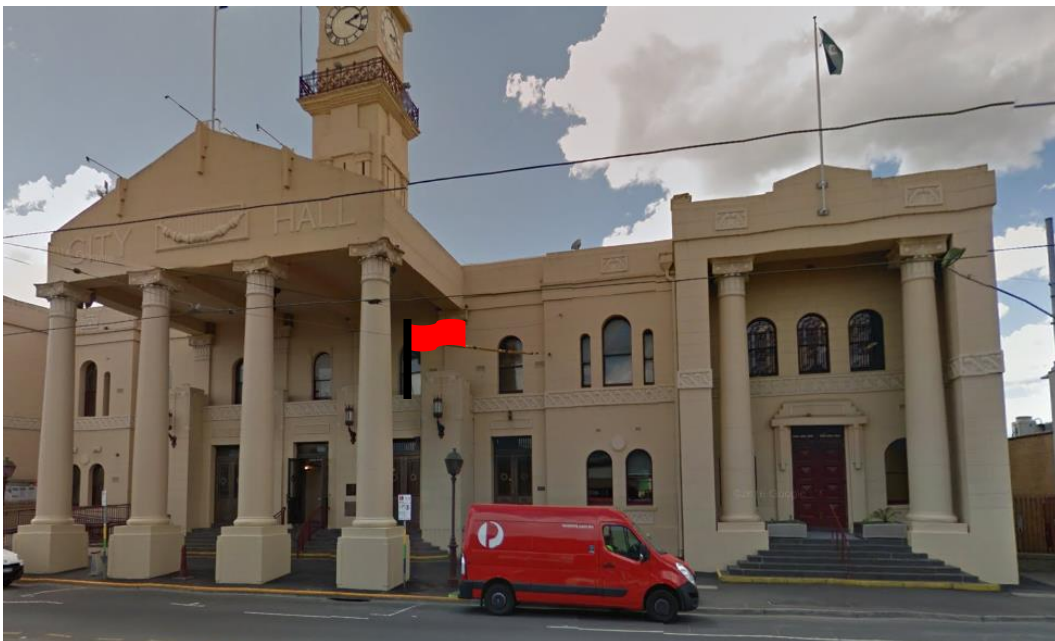
27. In Council's resolution of 7 March 2017, advice was sought on the feasibility of installing an additional flagpole (i.e. a fourth flagpole) at each of the Richmond, Fitzroy and Collingwood Town Halls.
28. Investigations have been undertaken in respect of each Town Hall, with estimated costs as follows:
29. Collingwood Town Hall has an existing 'fourth' flagpole, located on the south-east tower of the building, at the intersection of Stanton Street and Eddy Court. This flagpole is not currently in use, but could be commissioned and put into use with only minor costs in the event that it requires replacement or repair of the pulley, halyard or cleat.



Collingwood Town Hall

Looking west from Stanton Street and showing the existing 'fourth' flagpole

30. Fitzroy Town Hall has one flagpole on the main tower. Previous investigations did not identify any suitable locations for additional flagpoles, resulting in a second and third flagpole being installed on the footpath either side of the main entry doors. The porticos over the entrances to the former library and the main ballroom are not suitable for the installation of a flagpole due to the significant works that would be required to enable safe access in order to operate them. A 'fourth' flagpole could be installed in another footpath location in front of the Town Hall at an estimated cost of \$5,000 (which includes the flagpole itself, engineering drawings, underground asset detection, hitting rock while excavating and footpath reinstatement).
31. Richmond Town Hall has the ability for the installation of additional flagpoles on the first floor balconies over the front door, but underneath the main portico. Flagpoles have previously been installed in these locations, but were removed due to disuse and to enable the installation of barriers to prevent bird nesting. The installation of a 'fourth' flagpole would be possible in this location, at an estimated cost of \$5,000 (which includes reinstatement of the flagpole mounting locations, the flagpole itself, necessary safety barriers and the modification of the bird nesting barriers).



Richmond Town Hall

Looking north from Bridge Road, with possible location of 'fourth' flagpole shown

32. While the resolution of 7 March 2017 sought advice on the feasibility of installation of additional flagpoles, it also sought advice on the protocol implications of flying flags at these locations in conjunction with the Australian Flag.
33. Protocols for the flying of the Australian National Flag derive from the Flags Act 1953, which provides (at section 7) that “*The Governor-General may make, and cause to be published, rules for the guidance of persons in connexion with the flying or use of flags or ensigns referred to in, or appointed under, this Act.*” The Governor-General’s guidelines state in relation to the flying of the Australian National Flag with other national flags that “*The Australian Government’s policy in relation to the flying of other nations’ flags is to fly only the official flags of nations recognised by Australia.*”
34. In noting the Australian Flag protocols do allow the flying of some community flags in conjunction with the Australian Flag, they do not support the flying of flags of nations that are not officially recognised by the Australian Government. Council currently flies the flag of the Sahrawi Arab Democratic Republic, and formally recognises (but does not fly) the Co Vang flag (which, notwithstanding its current use by some Vietnamese Australians, is the national flag of the former Republic of Vietnam (South Vietnam)). Both of these flags represent nations not currently recognised by Australia and should not be flown in conjunction with the Australian Flag.
35. If a ‘fourth’ flagpole were installed at Council’s Town Halls for the flying of community flags, and these two flags were included in the Community Flag Schedule, the Australian Flags would need to be removed while those flags were flown. It is likely that the removal of the Australian Flags (including the Australian Aboriginal flag and the Torres Strait Islander flag) in these circumstances, would lead to some community reaction.

External Consultation

36. Preparation of this report has relied on the information originally provided by the Vietnamese Community of Australia – Victorian Chapter in their original approach to Council, which included support from the Victorian Office of Multicultural Affairs and Citizenship, Member for Sydenham and the Member for Richmond.
37. Additional advice has been provided by the Commonwealth Department of Foreign Affairs and Trade, the Commonwealth Department of Prime Minister and Cabinet, the Victorian Department of Premier and Cabinet, the City of Maribyrnong and the City of Greater Dandenong.
38. Indicative costs for the various options were developed based on a written quote and subsequent telephone discussions from an external flagpole supplier with experience in installations in the public realm. These discussions were had on a no obligation basis and any future purchase would be subject to Council’s formal procurement processes.

Internal Consultation (One Yarra)

39. Preparation of this report has relied on discussions with Council’s Community Partnership Branch (regarding the appropriateness of flying flags representing sectors of the Yarra community), the Statutory Planning team (regarding Planning Permit requirements for new flagpoles), Open Space and Recreation (regarding potential flagpole locations), the City Services Department (regarding any footpath or other reinstatement following flagpole installation) and the Building Maintenance Branch (regarding the feasibility and cost on flagpole installation at each Town Hall).

Financial Implications

40. On the basis of Council determining to purchase three new temporary flagpoles for use in various locations and at festivals and community celebrations, an indicative cost has been provided for 6 metre flagpoles suitable for removal and re-erection as required of approximately \$1,200 +GST per flagpole. The likely costs of erection and removal of flagpoles could be significant, and are estimated at approximately \$1,000 per use – reducing to \$500 per use for second and subsequent installations in the same location. On the basis of the use of each flagpole six times each year, the cost of this approach would be approximately \$21,600 in the first year and \$3,000 in the second and subsequent years.

41. On the basis of Council determining to install three new civic flagpoles in each of the locations nearby to each of the Town Halls (nine flagpoles in total), a quote has been sought for the purchase and permanent installation of eight metre tapered flagpoles with lockable internal halyards. The cost provided was approximately \$1,500 +GST per flagpole. In addition, it is expected there would be additional costs associated with engineering including drawings, underground asset detection, isolation of overhead cabling during works, hitting rock while excavating and footpath and gardens reinstatement. It is expected that the entire cost of this approach would be in the order of \$20,000.
42. On the basis of Council determining to install five new Civic Flagpoles in a single park location (five flagpoles in total), and using the costings in the previous paragraph, it is expected that the entire cost of this approach would be in the order of \$12,500. This costing also provides for minor landscaping such as a small concrete apron, garden seat, sign and minor planting.
43. On the basis of Council determining to erect an additional flagpole at each of Council's Town Halls, an indicative cost has been provided on the basis of using the existing flagpole at Collingwood, installing an eight metre tapered flagpole with lockable internal halyard in the footpath at Fitzroy (at a cost of \$5,000 + GST) and installing flagpole on the first floor balcony over the front door at Richmond (at a cost of \$5,000 + GST). It is expected that the entire cost of this approach would be in the order of \$10,000.

Economic Implications

44. Not applicable in respect of this report.

Sustainability Implications

45. Not applicable in respect of this report.

Social Implications

46. Discussions with Council's Community Partnership Branch have previously raised a caution concerning the flying of the flags that represent a particular ethnic community without the formal recognition of their government and that it may lead to discord with other community groups in Yarra. This issue has been considered by Council in its previous deliberations in relation to the flying of the Co Vang.
47. Flying of flags is one way that Council can work toward the achievement of the adopted strategy in the Yarra City Council Multicultural Partnerships Plan 2015-2018 to *"create opportunities for people from multicultural backgrounds to make connections and share traditions, encouraging a stronger sense of belonging to the broader Yarra community"*.
48. The flying of community flags, provided the differing views in the Yarra community are taken into account, is one way of working toward this strategy in that it promotes a sense of inclusion and feeling valued for cultural groups in Yarra.

Human Rights Implications

49. The provision of opportunities to fly flags that celebrate the cultural identity of parts of Yarra's community supports a number of specifically enumerated human rights as set out in the Charter of Human Rights and Responsibilities. These are:
 - (a) The *right to freedom of thought, conscience, religion and belief*, which is divided into a freedom of personal autonomy (a freedom to think and believe whatever you choose) and a freedom of manifestation (to demonstrate your thoughts or beliefs publicly). The first kind of freedom has been held to be absolute at international law and cannot be limited in any circumstances. However, it is accepted that the freedom to manifest your beliefs externally may be limited – especially where it has the potential to have a negative impact on others;
 - (b) The *right to freedom of expression*, which protects the right of people to hold an opinion and to seek, receive and impart information and ideas. The right to freedom of expression comes with responsibilities. The Government can lawfully restrict this right if the restriction is necessary to protect the rights of others or to protect public order, public health, public morality or national security;

- (c) The *right to peaceful assembly and freedom of association*, which is the right of individuals to gather for a common purpose or to pursue common goals, such as protesting or meeting. The right to peaceful assembly includes gatherings in both public or in private. The right to freedom of association is the right to associate with others for the purpose of protecting common interests. These interests may be economic, professional, political, cultural or recreational; and
- (d) The *right to protection of cultural rights*, which provides for people to practise and maintain shared traditions and activities. It allows for those belonging to minority groups to enjoy their own culture, to profess and practise their own religion and to use their own language (in private and in public), as well as to participate effectively in cultural life. The second part of this section focuses on the rights of Aboriginal persons regarding their cultural institutions, ancestral lands, natural resources and traditional knowledge.

Communications with CALD Communities Implications

- 50. The original request that prompted this policy review was received from a community organisation representing one of Yarra's many culturally and linguistically diverse communities.
- 51. In reviewing the policy, officers have been cognisant of the opportunity to celebrate Yarra's rich diversity by providing opportunities for the flying of flags of other nations, organisations and groups.

Council Plan, Strategy and Policy Implications

- 52. The City of Yarra Council Plan 2013-2017 includes the Strategic Objective of "*Celebrating Yarra's Uniqueness*". A key element of this objective is the celebration of the rich cultural identity of the municipality. Flying flags representing the Yarra community's cultural diversity is one step Council can take in support of this objective.
- 53. The Council Plan contains a further Strategic Objective of "*Leading Local Government*". This objective requires leadership across a range of areas, and by providing an opportunity to demonstrate leadership in relation to support for community issues; the Yarra City Council is well positioned to continue its history as an organisation known for its strong community leadership and support.

Legal Implications

- 54. The flying of flags in Australia is primarily governed by the Flags Act 1953 (Cth) and associated flag protocol. While the Flags Act is binding on Council, it contains little detail on the manner of flying of flags and no information about flying flags other than the designated Australian Flags. The associated flag protocol is set out in the publication *Australian flags – Part 2: The protocols for the appropriate use and the flying of the flag*, published by the Commonwealth Government, and is similarly binding on Council.
- 55. The flag protocol sets out requirements for the display of the Australian National Flag in conjunction with flags of other nations, State and Territory flags, other Australian flags and what is described in the protocol as 'ensigns and pennants'. These ensigns and pennants include local government flags, flags of government departments, corporate flags, non-government organisation flags and community flags.
- 56. The protocol does not provide direction on whether it is appropriate to fly any particular flag, and there is no provision to place a restriction on what flags should be flown. Rather, the protocol as noted in this report denotes the manner in which flags shall not be flown with the Australian flag. However, Council was requested to consider the views of the State and Commonwealth governments regarding the appropriateness of flying particular flags.

Other Issues

57. In reviewing the Flying of Flags at Town Halls Policy, a number of additional issues were identified, which have been incorporated in the attached draft as a basis for discussion. The following changes are proposed:
 - (a) a change of name for the policy to the Civic Flag Policy to recognise the fact that the policy would guide the flying of flags at locations other than at Council's three Town Halls;
 - (b) specific reference to the Australian Aboriginal Flag and the Torres Strait Islander Flag, which have been flown on a permanent basis for some years, but do not currently appear in the policy;
 - (c) inclusion of a reference to the use of the interior flagpoles for civic events like Council meetings and citizenship ceremonies;
 - (d) inclusion of a provision for authorising departures from the stated policy in unforeseen extraordinary circumstances; and
 - (e) a change from the current requirement to place a notice regarding the half-masting of flags on notice boards to a requirement to publish a notice on Council's website.
58. In addition to these changes, the revised policies alter the manner in which alternative flags are approved. Instead of incorporating these flags in the policy (which has resulted in numerous amendments to the policy in recent years), it is proposed to append a Community Flag Schedule to the policy which sets out the flags to be flown, and the circumstances in which they are flown. The draft policy proposes that the schedule be considered a living document, and can be added to by Council resolution, by the Chief Executive Officer (where a Council resolution is not practicable) and upon request by a community organisation (following approval from Council or the CEO). It is also proposed that this schedule automatically expire upon the review of the policy (every four years), which has the advantage of enabling Council to allow flags to be removed from the schedule in response to a change in community attitudes, without the same level of controversy that would surround a specific resolution to remove a particular flag from the current policy.
59. In developing the schedule attached to the draft policy, the following changes to the current arrangements were made:
 - (a) the flying of the Rainbow flag was included, as this is not currently included in the policy, but has been approved under delegation from the Chief Executive Officer each year since it was first flown;
 - (b) a change to the flying of the Eureka flag, with it to be only flown once per year on the anniversary of the Battle of Eureka on 3 December 1854. The existing policy also requires the flag to be flown on the anniversary of the official founding of the Ballarat Reform League on 11 November 1854, and the fact that this coincides with Remembrance Day has resulted in an inconsistent application of the policy in recent years;
 - (c) the inclusion of the flying of the Brisbane Football Club and Collingwood Football Club flags upon qualification for, or victory in, the Grand Final of the newly formed AFL Women's League, on identical terms to the current provisions for the men's league (Richmond Football Club has not yet had a team admitted to the league); and
 - (d) the inclusion of the flying of the Co Vang on Vietnamese Veterans Day (19 June).

Options

60. The options available to Council in relation to the installation of civic flagpoles are:
 - (a) to refer a funding proposal for one of the presented options to the 2017/2018 budget process for consideration;
 - (b) to authorise an unbudgeted expenditure from the 2016/2017 budget to enable either the earlier installation of one or more flagpoles or the erection of a temporary flagpole until permanent flagpoles can be installed; and

- (c) to determine that funding is not warranted at this time and abandon the proposal.
61. The options that are available to Council in relation to the Civic Flags Policy are:
- (a) to adopt the draft Civic Flags Policy prepared by officers;
 - (b) to make modifications to the draft Civic Flags Policy by alternative Council resolution prior to adoption; and
 - (c) to determine that the current policy does not require replacement, and to resolve to extend its sunset date.

Conclusion

62. Council officers recommend that:
- (a) a formal submission be made to the 2017/2018 budget process seeking funding for the installation of three flagpoles at each of three locations. This approach enables the funding of the proposal to be assessed against Council's priorities and weighted in accordance with other Council priorities in light of budget funding constraints;
 - (b) the existing policy be revoked and the attached draft Civic Flags Policy be adopted, together with the Community Flag Schedule. This approach is recommended as it formalises Council's position relating to a number of community flags and provides a clear statement of Council's intent; and
 - (c) given that funding for the installation of permanent flagpoles cannot be guaranteed and in any case, would not be available until July, Council consider authorising a one off expenditure of up to \$10,000 from the 2016/2017 budget to enable the installation of the first group of three flagpoles in Richmond in order to enable observance of the newly adopted policy on Vietnamese Veterans Day (19 June 2017). In the absence of this authorisation, officers will give effect to the Civic Flags Policy upon the construction of the Civic Flagpoles early in 2017/2018. An authorisation to this effect could be achieved by modifying part (c) of the Officer's Recommendation below.

RECOMMENDATION

1. That:
- (a) a funding proposal for the purchase, installation and ongoing maintenance of three permanent civic flagpoles in each of three locations be referred to the 2017/2018 budget process for consideration;
 - (b) Council revoke the Flying of Flags at Town Halls Policy and adopt the Civic Flags Policy attached in draft form as **Attachment 1**; and
 - (c) Council note that officers' ability to implement the Civic Flags Policy is conditional upon the approval and construction of the Civic Flagpoles early in 2017/2018.

CONTACT OFFICER: Rhys Thomas
TITLE: Senior Governance Advisor
TEL: 9205 5302

Attachments

- 1 Draft Civic Flag Policy

Attachment 1 - Draft Civic Flag Policy



CIVIC FLAG POLICY

Title	Civic Flag Policy
Description	A policy to govern the flying of flags at Council's Town Halls, Civic Flagpoles and other facilities.
Category	Civic
Type	Policy
Approval authority	Council
Responsible officer	Group Manager, Chief Executive's Office
Approval date	
Review cycle	Every four years
Review date	
Document Reference (Trim)	
Human Rights compatibility	This policy has been assessed and is compatible with the Victorian Charter of Human Rights of Responsibilities

1. Purpose

A policy to govern the flying of flags at Council's Town Halls, Civic Flagpoles and other facilities and to establish a mechanism to consider requests for flying of flags of significance to the Yarra community.

2. Policy

2.1. Definitions

In this policy,

Civic Flagpoles means the flagpoles erected away from Council's Town Halls for the purpose of displaying the flags set out in the Community Flag Schedule.

Collingwood Town Hall means all buildings and grounds at the Collingwood Town Hall and administrative offices at 140 Hoddle Street Abbotsford. For the avoidance of doubt, it does not include the neighbouring St Phillips Reserve.

Community Flag Schedule means the schedule adopted in conjunction with this policy and amended by Council resolution thereafter, which sets out which flags shall be flown, when they shall be flown, and which flagpoles shall be used.

Exterior Town Hall flagpoles means the external flagpoles at Collingwood, Fitzroy and Richmond Town Halls as identified in section 2.2 of this policy.

Fitzroy Town Hall means all buildings and grounds at the Fitzroy Town Hall, including the former Library, former municipal offices, the Ballroom and the Library. For the avoidance of doubt, it does not include the banner poles at 126 Moor St Fitzroy.

Interior Town Hall flagpoles means the floor mounted portable flagpoles that are used for meetings at Fitzroy and Richmond Town Halls, and displayed in the foyer at Richmond Town Hall.

Richmond Town Hall means all buildings and grounds at the former City Hall at 333 Bridge Road Richmond, the former Richmond Police Station at the west of the site and the Council administrative offices at 345 Bridge Road Richmond.

Attachment 1 - Draft Civic Flag Policy



CIVIC FLAG POLICY

2.2. Exterior Town Hall flagpoles

The exterior flagpoles at Council's Town Halls at Collingwood, Fitzroy and Richmond shall be exclusively reserved for the flying of the Australian National Flag, the Australian Aboriginal Flag and the Torres Strait Islander Flag.

At Collingwood Town Hall, the following flagpoles shall be used:



The flagpole on the south-east tower of the building, at the intersection of Stanton Street and Eddy Court Abbotsford shall not be used. The use of the flagpole on the facade at the entry to the Collingwood Police Station in Eddy Court Abbotsford shall be controlled by the Collingwood Police.

At Fitzroy Town Hall, the following flagpoles shall be used:



Attachment 1 - Draft Civic Flag Policy



CIVIC FLAG POLICY

At Richmond Town Hall, the following flagpoles shall be used:



For occupational health and safety reasons, the flagpole at the top of the Richmond Town Hall clock tower shall not be used.

At each Town Hall, the flags shall be flown with the Australian National Flag in the preeminent position (the centre) and the Australian Aboriginal Flag and the Torres Strait Islander Flag in the next positions (left and right respectively, when viewed facing the front of the building).

In all respects, flying of these flags shall accord with Australian National Flag protocol as published by the Commonwealth Government.

2.3. Interior Town Hall flagpoles

The Australian National Flag, the Australian Aboriginal Flag, the Torres Strait Islander Flag and the City of Yarra flag shall be flown at all public Council Meetings, meetings of Council's Internal Development Approvals Committee and Citizenship Ceremonies.

The interior flagpoles at Richmond Town Hall shall be exclusively reserved for the flying of the Australian National Flag, the Australian Aboriginal Flag, the Torres Strait Islander Flag and the City of Yarra flag. When not in use for a Council meeting or civic function, these flagpoles shall be displayed in the foyer or other public area of the building.

2.4. Civic Flagpoles

The Civic Flagpoles at Collingwood, Fitzroy and Richmond are reserved for the flying of flags that symbolise and celebrate the diverse community of the City of Yarra and shall be used for flying flags that have special meaning to all or part of Yarra's community. In flying these flags, Council celebrates Yarra's rich history and formally acknowledges the flag flown as one of significance to the City of Yarra.

As they are not lit, no national flag shall be flown from a Civic Flagpole before sunrise or after sunset.

The Civic Flagpoles are not located at the Collingwood, Fitzroy or Richmond Town Halls and should not be regarded as part of the flag display in these locations. In observing protocols regarding

Attachment 1 - Draft Civic Flag Policy



CIVIC FLAG POLICY

precedence of flags and the flying of flags together, the Civic Flagpoles and Town Hall flagpoles are to be regarded as separate and distinct locations.

Example

Flag protocol requires that when the Australian National Flag is flown with the flags of other nations, all the flags should, if possible, be the same size and flown on flagpoles of the same height. According to international practice, no national flag should fly above another in peacetime.

Despite the fact that the flagpole is of a different height, flying a national flag on a Civic Flagpole while the Australian National Flag flies at the Town Hall does not breach this protocol as the Civic Flagpole is to be regarded as separate and distinct location.

Upon the adoption of this policy and upon every subsequent policy review, Council shall adopt a Community Flag Schedule which sets out which flags shall be flown, when they shall be flown, and which flagpoles shall be used. The schedule is to be considered a living document, and can be added to by one of the following mechanisms:

- By Council resolution, either for a one-off occasion or on an ongoing basis.
- By the Chief Executive Officer for a one-off occasion where a resolution from Council is not practicable.
- Upon request by a bona fide organisation at least one calendar month prior to the proposed flag flying date and following approval by Council resolution or by the Chief Executive Officer (where a resolution from Council is not practicable). The flag(s) is to be provided by the organisation making the request.

In considering the addition of flags to the Community Flag Schedule, regard shall be given to whether the flying of the flag will cause offence to sectors of the community or whether highlighting a particular issue, cause or group would be inconsistent with Council's values and commitment to inclusiveness.

The Schedule will expire upon every subsequent policy review, but any flag is eligible to be included again in the following Schedule.

Each location comprises three flagpoles of equal height. Where only one flag is flown, the centre flagpole shall be used. Where two flags are flown, the outside flagpoles shall be used. Where three flags are flown, all flagpoles shall be used. In determining the order of different flags, they shall be flown in alphabetical order, from left to right as the viewer faces the flagpoles.

2.5. Half Masting

The Australian National flag on the Town Hall flag poles shall be flown at half-mast in accordance with national flag protocol.

The Yarra City Council flag will be flown at half-mast on the Civic Flagpoles at Collingwood, Fitzroy and Richmond on the day of the funeral following the death of:

- a Councillor of the City of Yarra;
- a former Mayor of the City of Yarra or any of the former Cities of Collingwood, Fitzroy and Richmond;
- a member or former member of federal or state parliament who held a seat in an electorate in the City of Yarra; and

Attachment 1 - Draft Civic Flag Policy



CIVIC FLAG POLICY

- an outstanding local citizen (at the discretion of the Chief Executive Officer or in his/her absence the Group Manager, Chief Executive's Office).

Following a request from the relevant Aboriginal Community and at the discretion of the Chief Executive Officer or in his/her absence the Group Manager, Chief Executive's Office, the Aboriginal Flag will be flown at half-mast to mark the passing of an Aboriginal person who has contributed significantly to the community of the City of Yarra.

Following a request from the relevant Torres Strait Islander Community and at the discretion of the Chief Executive Officer or in his/her absence the Group Manager, Chief Executive's Office, the Torres Strait Islander Flag will be flown at half-mast to mark the passing of a Torres Strait Islander person who has contributed significantly to the community of the City of Yarra.

Community flags can be flown at half-mast on the Civic Flagpoles where appropriate, provided no flag is flown at half-mast alongside a flag flown at full mast.

2.6. Notification

Where any flag is flown on the Civic Flagpoles, or where a flag is flown at half-mast on the Town Hall, a notice is to appear on Council's website indicating the reason.

2.7. Variation to policy

The Chief Executive Officer or in his/her absence the Group Manager, Chief Executive's Office shall be authorised to permit departures from this policy where adherence to the policy:

- would have financial and staffing implications due to a need to raise or lower a flag outside business hours;
- could cause offence to sectors of the Yarra community;
- results in a conflict between different policy requirements; or
- is warranted due to extraordinary or unforeseen circumstances.

In all cases, no departures from this policy shall be authorised if to do so would result in a breach of flag protocol.

Example

Flag protocol requires that an Australian National Flag flown on ANZAC Day be flown at half-mast from sunrise until midday, and then flown at full mast for the remainder of the day. As this would require the simultaneous attendance of three Flag Marshals at dawn, the CEO may determine to remove the flag from display on the day before ANZAC Day, enabling one Flag Marshall to raise each flag in turn during the morning. The flags could then be removed by the Flag Marshall prior to midday.

As it would be a breach of flag protocol, it would not be possible to lower the flag to half-mast before sunrise on ANZAC Day, nor would it be permitted to leave the flags at half-mast beyond midday.

2.8. Responsibility

Governance Support

The Governance Support Unit is responsible for:

Attachment 1 - Draft Civic Flag Policy



CIVIC FLAG POLICY

- processing requests for the flying of flags from community organisations;
- preparation and submission of formal Council Reports where a resolution is required; and
- conducting periodic reviews of the Civic Flag Policy and Community Flag Schedule and presenting them to Council for determination.

Venues and Events

The Venues and Events Unit is responsible for:

- appointment of a Flag Marshal for each Town Hall and Civic Flagpole.
- cyclical replacement of flags; and
- timely replacement of damaged flags where a flag is rendered unsuitable for display.

Flag Marshals

Flag Marshals are responsible for:

- maintaining a subscription to the Department of Prime Minister and Cabinet's Commonwealth Flag Network email notification service;
- arranging the flying of flags in accordance with this policy; and
- monitoring the condition of the flags and flagpoles and reporting any maintenance issue as required.

3. Related Documents

- Flags Act (Cth) 1953
- Australian flags – Part 2: The protocols for the appropriate use and the flying of the flag

Attachment 1 - Draft Civic Flag Policy



CIVIC FLAG POLICY

COMMUNITY FLAG SCHEDULE

Flag	When	Where	Conditions
Flag of Sahrawi Arab Democratic Republic	27 February	Collingwood Fitzroy and Richmond	
Brisbane Lions Football Club flag	For one week from Monday preceding the AFLW Grand Final	Fitzroy	Flown if the Brisbane Lions Football club qualifies for the AFLW Grand Final, and then for a further week if they win the premiership.
Collingwood Football Club flag	For one week from Monday preceding the AFLW Grand Final	Collingwood	Flown if the Collingwood Football club qualifies for the AFLW Grand Final and then for a further week if they win the premiership.
Rainbow Flag	17 May (International Day Against Homophobia Biphobia and Transphobia)	Collingwood Fitzroy and Richmond	
Vietnamese Yellow Flag	19 June (Vietnamese Veterans Day)	Collingwood Fitzroy and Richmond	
Collingwood Football Club flag	For one week from Monday preceding the AFL Grand Final	Collingwood	Flown if the Collingwood Football club qualifies for the AFL Grand Final and then for a further week if they win the premiership.
Brisbane Lions Football Club flag	For one week from Monday preceding the AFL Grand Final	Fitzroy	Flown if the Brisbane Lions Football club qualifies for the AFL Grand Final and then for a further week if they win the premiership.
Richmond Football Club flag	For one week from Monday preceding the AFL Grand Final	Richmond	Flown if the Richmond Football club qualifies for the AFL Grand Final and then for a further week if they win the premiership.
United Nations Flag	24 October (United Nations Day)	Collingwood Fitzroy and Richmond	
Eureka Flag	3 December (anniversary of the Battle of Eureka in 1854)	Collingwood Fitzroy and Richmond	

11.6 Report on Assemblies of Councillors Held - October to February 2017

Trim Record Number: D17/26218

Responsible Officer: Chief Executive Officer

Purpose

1. To report on the number of Assemblies of Councillors held since the previous Report.

Background

2. The *Local Government Act* 1989 (The Act) now requires that ... "The Chief Executive Officer must ensure that the written record of an assembly of Councillors is, as soon as practicable-
 - (a) reported at an ordinary meeting of the Council; and
 - (b) incorporated in the minutes of that Council meeting.....".

Consultation

3. Not applicable.

Financial Implications

4. Not applicable.

Economic Implications

5. Not applicable.

Sustainability Implications

6. Not applicable.

Social Implications

7. Not applicable.

Human Rights Implications

8. Not applicable.

Communications with CALD Communities Implications

9. Not applicable.

Council Plan, Strategy and Policy Implications

10. Not applicable.

Legal Implications

11. Section 80A (2) of The Act, was amended and becoming operative from 24 September 2010 to now require the above information be reported to the next available Council Meeting and also be recorded into the Minutes of the Council.

Other Issues

12. Not applicable.

Options

13. Nil.

Conclusion

14. That Council formally note and record the Assemblies of Councillors report as detailed in Attachment 1 hereto.

RECOMMENDATION

1. That Council formally note and record the Assemblies of Councillors report as detailed in Attachment 1 hereto.

CONTACT OFFICER: Ivan Gilbert
TITLE: Group Manager Chief Executive's Office
TEL: 9205 5110

Attachments

- 1 Assemblies of Councillors Report - 4 April 2017

Attachment 1 - Assemblies of Councillors Report - 4 April 2017

Assemblies of Councillors Held - Period: October 2016 to February 2017

Reported to Council: Meeting: 4 April 2017

Assembly No. for Period	Date: Time: Venue:	Attendance: - Councillors - Officers	Conflict of Interest Disclosures	Briefing Items
1	03.10.2016 6.30pm Richmond Town Hall	Councillors: <ul style="list-style-type: none"> - Colanzi - Barbour - Coleman - Fristacky - Stone - Vlahogiannis Officers: <ul style="list-style-type: none"> - Chief Executive Officer - Group Manager Chief Executives Office - Director Planning & Place Making - Assistant Director Planning & Place Making - Director City Works & Assets - Group Manager Advocacy and Engagement - Group Manager People and Culture - Manager Open Space and Recreation External Guests: <ul style="list-style-type: none"> - Consultant 	NO	Councillors Briefing No. 1 Confidential Matters No.2 Confidential Matters No.3 Confidential Matters No.4 Confidential Matters No.5 Confidential Matters

Attachment 1 - Assemblies of Councillors Report - 4 April 2017

Assembly No. for Period	Date: Time: Venue:	Attendance: - Councillors - Officers	Conflict of Interest Disclosures	Briefing Items
2	18.10.2016 6.30pm Richmond Town Hall	Councillors: <ul style="list-style-type: none"> - Colanzi - Barbour - Fristacky - Gaylard - Stone - Vlahogiannis - Huggins - Coleman Officers: <ul style="list-style-type: none"> - Chief Executive Officer - Group Manager Chief Executive's Office - Director Corporate, Business & Finance - Director Planning & Place Making - Assistant Director Planning and Place Making - Director City Works & Assets - Director Community Wellbeing - Group Manager Advocacy and Engagement - Group Manager People and Culture External Guests: <ul style="list-style-type: none"> - Yarra Energy Foundation 	NO	Councillors Briefing No. 1 Confidential Matters No.2 Confidential Matters

Attachment 1 - Assemblies of Councillors Report - 4 April 2017

Assembly No. for Period	Date: Time: Venue:	Attendance: - Councillors - Officers	Conflict of Interest Disclosures	Briefing Items
3	21.11.2016 6.30pm Richmond Town Hall	Councillors: <ul style="list-style-type: none"> - Stone - Chen Yi Mei - Coleman - Bosler - Fristacky - McEvoy - Nguyen - Searle Officers: <ul style="list-style-type: none"> - Chief Executive Officer - Group Manager Chief Executive's Office - Director Corporate, Business & Finance - Director Planning & Place Making - Assistant Director Planning & Place Making - Director City Works and Assets - Director Community Wellbeing - Manager City Strategy External Guests: <ul style="list-style-type: none"> - PTV - VicRoads 	NO	Councillors Briefing No. 1 Confidential Matters No. 2 Confidential Matters No. 3 Confidential Matters No. 4 Confidential Matters No.5 Confidential Matters No.6 Confidential Matters No.7 Confidential Matters No.8 Confidential Matters
4	05.12.2016 6.30pm Richmond Town Hall	Councillors: <ul style="list-style-type: none"> - Stone - Chen Yi Mei - Bosler - Fristacky - Nguyen Officers: <ul style="list-style-type: none"> - Chief Executive Officer - Group Manager Chief Executive's Office - Director Corporate, Business & Finance - Director Community Wellbeing - Director City Works & Assets - Director Planning & Place Making - Assistant Director Planning & Place Making 	NO	Councillors Briefing No. 1 Confidential Matters No. 2 Confidential Matters No. 3 Yarra Libraries Opening Hours Review 2016 No. 4 Confidential Matters No. 5 Confidential Matters No.6

Attachment 1 - Assemblies of Councillors Report - 4 April 2017

Assembly No. for Period	Date: Time: Venue:	Attendance: - Councillors - Officers	Conflict of Interest Disclosures	Briefing Items
		<ul style="list-style-type: none"> - Group Manager Advocacy & Engagement - Manager Yarra Libraries - Manager Open Space and Recreation - Manager Corporate Planning and Performance - Manager Building Assets - Executive Planner 		<p>Confidential Matters</p> <p>No.7 Confidential Matters</p> <p>No.8 Confidential Matters</p>
5	<p>10.12.2016</p> <p>9.00am – 2.00pm</p> <p>Edinburgh Gardens Community Meeting Room</p>	<p>Councillors:</p> <ul style="list-style-type: none"> - Stone - Coleman - Nguyen - Fristacky - Chen Yi Mei - McEvoy - Bosler <p>Officers:</p> <ul style="list-style-type: none"> - Chief Executive Officer - Group Manager Chief Executive's Office - Director Corporate, Business & Finance - Director Community Wellbeing - Director City Works & Assets - Director Planning & Place Making - Assistant Director Planning & Place Making - Group Manager Advocacy & Engagement - Manager Corporate Planning and Performance - Corporate Planner 	NO	<p>Councillors Planning Day Workshop</p> <p>No. 1 Confidential Matters</p>
6	<p>19.12.2016</p> <p>6.30pm</p> <p>Richmond Town Hall</p>	<p>Councillors:</p> <ul style="list-style-type: none"> - Stone - Coleman - Fristacky - McEvoy - Searle <p>Officers:</p> <ul style="list-style-type: none"> - Chief Executive Officer - Group Manager Chief Executive's 	NO	<p>Councillors Briefing</p> <p>No. 1 Confidential Matters</p> <p>No. 2 Confidential Matters</p> <p>No. 3 Yarra Libraries Opening Hours Review 2016</p>

Attachment 1 - Assemblies of Councillors Report - 4 April 2017

Assembly No. for Period	Date: Time: Venue:	Attendance: - Councillors - Officers	Conflict of Interest Disclosures	Briefing Items
		<ul style="list-style-type: none"> Office - Director Corporate, Business & Finance - Director Community Wellbeing - Director City Works & Assets - Director Planning & Place Making - Assistant Director Planning & Place Making - Group Manager Advocacy & Engagement - Group Manager People and Culture - Executive Planner - Manager Family and Children's Services - Manager Traffic and Special Projects <p>External Guests:</p> <ul style="list-style-type: none"> - Northern East Program Alliance - GTA Consultants 		<p>No. 4 Confidential Matters</p> <p>No. 5 Confidential Matters</p> <p>No.6 Confidential Matters</p> <p>No.7 Confidential Matters</p> <p>No.8 Confidential Matters</p> <p>No. 9 Confidential Matters</p> <p>No. 10 Confidential Matters</p> <p>No. 11 Yarra Libraries Opening Hours Review 2016</p> <p>No. 12 Confidential Matters</p> <p>No. 13 Confidential Matters</p> <p>No.14 Confidential Matters</p>
7	23.01.2017 6.00pm Richmond Town Hall	<p>Councillors:</p> <ul style="list-style-type: none"> - Stone - Nguyen - Fristacky - Chen Yi Mei - McEvoy - Bosler - Searle <p>Officers:</p> <ul style="list-style-type: none"> - Chief Executive Officer 	NO	<p>Councillors Planning Day Workshop</p> <p>No. 1 Confidential Matters</p>

Attachment 1 - Assemblies of Councillors Report - 4 April 2017

Assembly No. for Period	Date: Time: Venue:	Attendance: - Councillors - Officers	Conflict of Interest Disclosures	Briefing Items
		<ul style="list-style-type: none"> - Group Manager Chief Executive's Office - Director Corporate, Business & Finance - Director Community Wellbeing - Director City Works & Assets - Director Planning & Place Making - Assistant Director Planning & Place Making - Group Manager Advocacy & Engagement - Group Manager People and Culture - Manager Finance - Manager Corporate Planning and Performance - Corporate Planner - Manager Compliance 		
8	31.01.2017 6.00pm Richmond Town Hall	Councillors: <ul style="list-style-type: none"> - Stone - Coleman - Fristacky - McEvoy - Searle - Chen Yi Mei - Nguyen Officers: <ul style="list-style-type: none"> - Chief Executive Officer - Group Manager Chief Executive's Office - Director Corporate Business and Finance - Director Planning & Place Making - Assistant Director Planning & Place Making - Group Manager Advocacy and Engagement - Executive Planner - Manager City Strategy - Manager Compliance - Innovation Officer - Major Projects and Analysis Officer – Compliance and Parking Services 	NO	Special Councillors Briefing No. 1 Confidential Matters No. 2 Confidential Matters No.3 Rushall Reserve No. 4 Confidential Matters No. 5 Confidential Matters No. 6 Confidential Matters No. 7 Confidential Matters No.8 Confidential Matters No. 9

Attachment 1 - Assemblies of Councillors Report - 4 April 2017

Assembly No. for Period	Date: Time: Venue:	Attendance: - Councillors - Officers	Conflict of Interest Disclosures	Briefing Items
				Confidential Matters No.10 Confidential Matters
9	06.02.2017 6.30pm Fitzroy Town Hall	Councillors: <ul style="list-style-type: none"> - Stone - Coleman - Fristacky - McEvoy - Searle - Chen Yi Mei - Nguyen - Bosler Officers: <ul style="list-style-type: none"> - Chief Executive Officer - Group Manager Chief Executive's Office - Director Corporate Business and Finance - Director Community Wellbeing - Director Planning & Place Making - Assistant Director Planning & Place Making - Group Manager Advocacy and Engagement - Group Manager People and Culture - Manager City Strategy - Senior Governance Advisor External Guests: <ul style="list-style-type: none"> - Alpha Partners 	NO	Councillors Briefing No. 1 Confidential Matters No. 2 Confidential Matters No. 3 Domestic Violence No. 4 Confidential Matters No. 5 Confidential Matters No. 6 Confidential Matters No. 7 Confidential Matters No. 8 Confidential Matters No. 9 Confidential Matters No. 10 Confidential Matters No. 11 Confidential Matters

Attachment 1 - Assemblies of Councillors Report - 4 April 2017

Assembly No. for Period	Date: Time: Venue:	Attendance: - Councillors - Officers	Conflict of Interest Disclosures	Briefing Items
				No. 12 Confidential Matters No. 13 Confidential Matters
10	14.02.2017 4.30pm – 6.30pm Collingwood Town Hall	Councillors: <ul style="list-style-type: none"> - Nguyen - McEvoy Officers: <ul style="list-style-type: none"> - Manager Aged and Disability Services - Metro Access Project Officer - Community Transport Team Leader - Disability Planning Officer 	NO	Disability Advisory Committee No. 1 Confidential Matters
11	15.02.2017 4.30pm – 6.30pm Richmond Town Hall	Councillors: <ul style="list-style-type: none"> - Searle - Chen Yi Mei Officers: <ul style="list-style-type: none"> - Unit Manager Social Policy and Research - Senior Policy Advisor 	NO	Health and Wellbeing Plan Advisory Committee No. 1 Confidential Matters
12	20.02.2017 6.00pm Fitzroy Town Hall	Councillors: <ul style="list-style-type: none"> - Stone - Coleman - Fristacky - Searle - Chen Yi Mei - Nguyen - Bosler Officers: <ul style="list-style-type: none"> - Chief Executive Officer - Group Manager Chief Executive's Office - Director Corporate, Business & 	NO	Councillors Briefing No. 1 Confidential Matters No. 2 Confidential Matters No. 3 Confidential Matters No. 4 Confidential Matters

Attachment 1 - Assemblies of Councillors Report - 4 April 2017

Assembly No. for Period	Date: Time: Venue:	Attendance: - Councillors - Officers	Conflict of Interest Disclosures	Briefing Items
		Finance - Director Community Wellbeing - Director Planning & Place Making - Assistant Director Planning & Place Making - Manager Corporate Planning and Performance - Manager City Strategy - Manager Open Space and Recreation External Guests: - VicRoads - YEF - Creative Victoria - Message Consultants		No. 5 Confidential Matters No. 6 Confidential Matters No. 7 Confidential Matters No. 8 Confidential Matters No. 9 Confidential Matters No. 10 Confidential Matters No. 11 Confidential Matters No. 12 Confidential Matters
13	22.02.2017 6.00pm – 7.30pm Collingwood Town Hall	Councillors: - McEvoy - Chen Yi Mei Officers: - Business Unit Manager Arts, Culture and Venues - Arts Development Officer - Coordinator Arts Development - Public Arts Officer	NO	Yarra Arts Advisory Committee No. 1 Confidential Matters