



Special Meeting of Council Agenda

**to be held on Tuesday 26 June 2018 at 7.00pm
Richmond Town Hall**

Arrangements to ensure our meetings are accessible to the public

Council meetings are held at either the Richmond Town Hall or the Fitzroy Town Hall. The following arrangements are in place to ensure they are accessible to the public:

- Entrance ramps and lifts (off Moor Street at Fitzroy, entry foyer at Richmond).
- Interpreting assistance is available by arrangement (*tel. 9205 5110*).
- Auslan interpreting is available by arrangement (*tel. 9205 5110*).
- A hearing loop is available at Richmond only and the receiver accessory is available by arrangement (*tel. 9205 5110*).
- Proposed resolutions are displayed on large screen.
- An electronic sound system amplifies Councillors' debate.
- Disability accessible toilet facilities are available at each venue.

Recording and Publication of Meetings

An audio recording is made of all public Council Meetings and then published on Council's website. By participating in proceedings (including during Public Question Time or in making a submission regarding an item before Council), you agree to this publication. You should be aware that any private information volunteered by you during your participation in a meeting is subject to recording and publication.

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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. Council business reports**

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

Council officers

- Vijaya Vaidyanath (Chief Executive Officer)
- Andrew Day (Director - Corporate, Business and Finance)
- Ivan Gilbert (Group Manager - CEO's Office)
- Lucas Gosling (Acting Director - Community Wellbeing)
- Chris Leivers (Director – City Works and Assets)
- Bruce Phillips (Director - Planning and Place Making)
- Jane Waldock (Assistant Director - Planning and Place making)
- Mel Nikou (Governance Officer)

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

4. Council business reports

Item		Page	Rec. Page	Report Presenter
4.1	2018/19 Budget & 10 Year Long Term Financial Strategy Adoption	4	6	Ange Marshall – Chief Financial Officer

4.1 2018/19 Budget & 10 Year Long Term Financial Strategy Adoption

Trim Record Number: D18/105520

Responsible Officer: Director Corporate, Business and Finance

Purpose

1. In relation to the 2018/19 Proposed Budget, Council having considered public submissions and information contained in this report, must resolve on whether to:
 - (a) adopt the 2018/19 Budget following public notice and inspection in accordance with the requirements of the *Local Government Act 1989* (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations); and
 - (b) declare the amount which the Council intends to raise by General Rates and Charges; and
 - (c) adopt the 2018/19 - 2027/28 Long Term Financial Strategy (LTFS).

Background

2. On 24 April 2018, Council resolved to adopt in principle the draft 2018/19 Budget and LTFS for the purpose of community consultation.
3. On 6 June 2018, Council held a Special Council Meeting to hear verbal submissions on the Budget and LTFS.

External Consultation

4. The proposed 2018/19 Budget was publicised via:
 - (a) a formal public notice in The Age and Council's website on Friday 27 April 2018;
 - (b) Yarra News double page feature (to 55,000 addresses);
 - (c) Yarra Life (to 10,000 subscribers);
 - (d) Facebook promoted post and video (to 9,000 followers and beyond);
 - (e) Twitter video (to 5,000 followers);
 - (f) Your Say Yarra direct message (to 1,000 subscribers);
 - (g) Message to Advisory Committee representatives;
 - (h) Yarra Environment E-News and Yarra Business E-Bulletin;
 - (i) Radio announcements in key community languages;
 - (j) Updated on-hold message;
 - (k) Yarra website – news item;
 - (l) Bright Signs (town halls, libraries, leisure centres); and
 - (m) Neighbourhood Houses (postcards).
5. The proposed 2018/2019 Budget has been available for public inspection for 29 days, from 27 April to 25 May 2018, with the community having a number of options for submitting feedback:
 - (a) formal submissions received via email, online on Council's website, post, or in-person as stipulated under s223 of the Local Government Act; and
 - (b) open community information and feedback sessions were hosted by the Mayor at the following times and locations:
 - (i) 4.00pm, Wednesday 2 May at Yarra Youth Centre, Napier St Fitzroy;

- (ii) 6.30pm, Thursday 17 May at Bargoonga Nganjin, St Georges Road Fitzroy North;
- (iii) 11.00am, Saturday 19 May at Richmond Library, Church Street Richmond; and
- (iv) 1.30pm, Saturday 19 May Collingwood Library, Stanton Street Abbotsford.

- 6. At the close of submissions on Friday 25 May, Council had received 108 submissions.
- 7. A summary of submission issues is contained in **Attachment 1**. In addition to this, Councillors have been provided with full details of all submissions and officer responses.
- 8. There are two issues which attracted a large number of submissions. These are the redevelopment of the Ivanhoe Northcote Canoe Club (42 submissions) and a new youth centre at the Richmond Housing Estate (32 submissions).

Internal Consultation (One Yarra)

- 9. The Budget has been prepared in consultation with Managers and the Executive. The Governance branch has provided advice to ensure compliance with the legislative obligations of the Local Government Act 1989.

Financial Implications

- 10. The Budget process is guided by legislation and has major financial implications for Council's current and future operations and financial direction into the future.

Economic Implications

- 11. The annual budget preparation and adoption process has wide-ranging economic implications for Yarra's citizens, particularly those reliant on Council infrastructure, services and funding, which in turn continue to support and contribute to economic activity in the municipality.

Environmental Sustainability Implications

- 12. The annual budget preparation and adoption process shows a commitment to continue funding appropriate environmental initiatives.

Social Implications

- 13. The social implications of the annual budget preparation and adoption process support Council's strategic objectives which include supporting the community, liveability and sustainability.

Human Rights Implications

- 14. Human Rights have been considered, and there are no human rights implications.

Communications with CALD Communities Implications

- 15. Translation service assistance is available via Council's website for members of the CALD community and this service extended to the Council Plan and Budget process.

Council Plan, Strategy and Policy Implications

- 16. The Draft Budget and Strategic Resource Plan (SRP) complement the Council Plan 2017-2021.
- 17. In accordance with Section 125(7) of the Local Government Act and Section 26 of the Public Health and Wellbeing Act, the Council Plan 2017-2021 (incorporating the Health Plan) has been reviewed and no changes are proposed.

Legal Implications

- 18. Adoption of Council's proposed Budget and LTFS process is as prescribed in the Act and all requirements have been addressed.

Other Issues

19. The adopted Budget will include the final results of the 2018 revaluations as well as any supplementary valuations of properties in the municipality which will then determine the final 'rate in the dollar' to be used to generate general rate income. It is not anticipated to differ materially from the adopted in principle rate.

Conclusion

20. Council's proposed 2018/19 Budget & LTFS process commenced in September 2017 and has involved several Councillor and Officer meetings conducted over the past several months.
21. Council ran an early community engagement process in late 2017/early 2018 and this initial round of consultation assisted Council to understand a range of community suggestions and priorities for the budget.
22. The formal public consultation phase of this process commenced in April 2018 with four community information sessions. The public submission process generated interest and input from the community, with 108 submissions on the draft documents.
23. All submissions have been reviewed and assessed (refer **Attachment 1**). Officers will respond to all submitters in writing.
24. Council has satisfied the legislative requirements of the process and is now in a position to adopt its 2018/19 Budget and 2018/19 – 2027/28 LTFS.
25. Any further changes resulting from Council Plan and Budget deliberation and resolution will be incorporated in the final version of the documents.

RECOMMENDATION

1. That Council, in considering submissions made on the proposed 2018/19 Budget and for the reasons set out at Attachment 2:
 - (a) adopts the 2018/19 Proposed Budget as the Annual Budget of Council for the 2018/19 financial year;
 - (b) adopts the 2018/19 – 2027/28 LTFS as the Long Term Financial Strategy for 2018/19;
 - (c) makes copies of the 2018/19 Adopted Budget & LTFS available at Council offices, libraries and on Council's website;
 - (d) authorises the Chief Executive Officer to give public notice of the decision to adopt the Annual Budget and submit a copy to the Minister for Local Government, in accordance with Section 130 of the Act;
 - (e) endorses Council's response to the submissions and notifies in writing the persons who have made a submission regarding the 2018/19 Proposed Budget and LTFS of Council's decision, in accordance with Section 223 of the Act, which will include a response to the issues raised in the submission;
 - (f) declares rates and charges as per pages 42-44 of the budget document (Attachment 3), in summary, an amount of \$ 108,937,000.00 (or such greater amount as is lawfully levied as a consequence of this resolution) as the amount which Council intends to raise by General Rates and other charges, which is calculated as follows:

General Rates	\$ 107,422,000.00
Special Rates Schemes	\$ 315,000.00
Supplementary Rates	\$1,200,000.00
Total Rates and Charges	\$ 108,937,000.00
 - (g) advises in respect to General Rates:

- (i) a general rate be declared in respect of and for the entire duration of the 2018/19 financial year;
 - (ii) it further be declared that the general rate be raised by application of a uniform rate;
 - (iii) a percentage of 0.03530577 be specified as the percentage of the uniform rate which may be alternatively expressed as \$0.03530577 cents in the NAV dollar, subject to final sign off by the Valuer-General;
 - (iv) it be confirmed that no amount is fixed as the minimum amount payable by way of a general rate in respect of each rateable property within the municipality; and
 - (v) the Council funded Pensioner Rate Rebate be declared at \$182.50 for 2018/19;
 - (h) declares no Annual Service Charge in respect of the 2018/19 financial year;
 - (i) declares no Municipal Charge in respect of the 2018/19 financial year; and
 - (j) authorises the Chief Executive Officer to effect minor administrative and wording changes to the 2018/19 Budget & LTFS documents, which may be required.
2. That Council has reviewed the Council Plan (incorporating the Health and Wellbeing Plan) in accordance with relevant legislation, and no changes are proposed.

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

Attachments

- 1** 2018-19 Budget Submission Summary
- 2** Responses to Budget Submissions
- 3** 2018-19 Budget
- 4** 2018-19 - 2012/22 Strategic Resource Plan
- 5** 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Attachment 1 - 2018-19 Budget Submission Summary

2018/19 Draft Budget

Public Submission Summary

**Submissions Closed 5:00pm
25 May 2018**



Attachment 1 - 2018-19 Budget Submission Summary

Theme and Issues Summary

Row Labels	Count of Issue
Environment	1
Street Planting	1
Leisure	74
Canoe Club Pavilion support for upgrade of facility	32
Requesting Richmond Public Housing Youth Space facilities	41
Jack Dyer Pavilion	1
Traffic	1
Traffic calming works	1
Wellbeing	4
Health and Leisure services	1
Provide outdoor gym infrastructure	2
Increase Social justice and drugs funding	1
Planning	8
Economic development Bridge Rd, Victoria St	6
Heritage	1
Gleadell Street Improvements	1
Waste	5
Waste Levy	1
Improve waste recycling	3
Reduce waste collection frequency	1
Arts	9
Community Grants Funding	1
Community Art facilities improvements	1
Event Funding request	6
Reduce Expenditure	1
Sustainable Transport	7
Reduce vehicle infrastructure spending	1
Infrastructure, Safety	1
Improve road safety	1
Improve pedestrian safety	2
Reduce Expenditure	1
Infrastructure	1
Gambling	1
Gambling Alliance funding grant	1
Expenditure	6
Reduce administration costs	1
General support	1
Rushall Reserve expenditure	1
Reduce Expenditure	2
User pays approach	1
Public Housing	1
Support for Public Housing advocacy campaign	1
Grand Total	117

Attachment 2 - Responses to Budget Submissions

Reasons for Council's Budget Decision

In making a decision in relation to the proposed Yarra City Council Budget 2019/2020, Council is required to consider all submissions made to it in accordance with section 223 of the Local Government Act 1989. In informing submitters of its decision, Council is required to provide reasons for its decision. Those reasons, as they relate to each submission, are set out in the following table.

ID	Topic	Reasons for Decision
1 & 33	Provide outdoor gym infrastructure	<p>Council conducted extensive consultation with residents and park users throughout 2016 and 2017 about improvements in the northern part of Edinburgh Gardens. During the consultation period a small number of submissions (3) requesting fitness equipment were received however the majority of interest was in other forms of park improvements.</p> <p>At the Council meeting on 17 December last year Council endorsed a plan for the northern part of Edinburgh Gardens, but fitness equipment was not included as part of that plan.</p> <p>In 2015 Council consulted on a Master Plan for Darling Gardens and fitness equipment was recommended in the draft Plan. During the exhibition period Council received considerable objection to the inclusion of fitness equipment in the gardens and that element was removed prior to the final plan being endorsed.</p> <p>Funding for fitness equipment at either of these locations is not supported on the basis of these relatively recent consultations.</p>
2	Increase Social justice and drugs funding	<p>Council is committed to social justice and improving the health and wellbeing of the community remains a key priority. To promote emotional wellbeing and community connectedness Council provides community infrastructure such as libraries, neighbourhood houses near the estates and discount access to leisure centres; delivers programs and services to residents through Maternal and Child Health, Youth Services and Aged and Disability; and awards community grants to agencies and groups that deliver health, cultural and community services. Council has retained funding to these programs in the 2018/19 Budget as advertised. Council continues to lobby both the State and Commonwealth Government for increased resources for drug treatment and rehabilitation services; more funds for homelessness outreach, transitional and permanent housing for those experiencing homeless.</p> <p>Further, in the Victoria Street Precinct Council is delivering urban design work to improve the amenity, safety and public realm at the intersections of Lennox/Nicholson and Victoria street (improved footpaths, new street crossing points, street furniture, bicycle parking, lighting, public art and street tree planting); working closely with a number of traders providing grants and in-kind support to help them refurbish their shopfronts and roller doors; undertaking regular street cleaning in and around Victoria Street and posters and graffiti are cleaned daily from Council assets by our graffiti crews; and through our contractor Inner space, picking up syringes from streets, parks and public toilets, and look after the syringe disposal bins found in Yarra. Council is pleased that the State Government is trialling a supervised injecting facility at North Richmond Community Health, a facility which we have advocated for many years, and is working with partners to promote community health and safety in this area.</p>

Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
3	Improve waste recycling	After significant community consultation, officers have completed a draft Yarra Waste Minimisation Strategy 2018-22. The strategy response to the issues detailed in the submission. Officers presented a report to Council on 8 May 2018, at which Council endorsed the draft Strategy for public exhibition, seeking community input. This consultation closed 13 June 2018, and feedback received during this process will inform the final Strategy, which will be presented to Council for adoption in the coming months.
4	Traffic calming works	There have been a total of 97 reported casualty crashes along Brunswick Street for the five year period from January 2010 to December 2014. In September 2016 Council received \$950,000 grant under the Victorian Federal Infrastructure Investment Blackspot Programme to alleviate the poor crash history on Brunswick Street. Officers will be monitoring the safety performance of the installed improvement works on Brunswick Street to determine their level of effectiveness.
5	Community Art facilities improvements	Officers assume this is a reference to the Sailors and Soldiers Memorial Hall. Council is considering the future use of this building in the context of the Collingwood Town Hall Urban Design Framework, and the needs of the local community. Council will receive a report in 2018/19 which will provide options to consider for the future use of this building.
6	Improve road safety	Council's proposed budget includes funding for the Wellington Street separated bicycle lane. Yarra's Safe Travel Strategy contains actions to reduce road incidents through prioritisation of sustainable transport and improved safety design standards.
7-25, 27-29, 31, 32, 34, 35, 39, 40, 43, 45, 47 & 76	Canoe Club Pavilion support for upgrade of facility	Council recognises the value of all its community-based sporting clubs and the Draft 2018/19 Budget includes \$80,000 towards work at this facility. This would enable improved storage of canoes and prepare designs for future improvements that would provide showers, change rooms, DDA compliant aspects for a future possible upgrade.
26	Gambling Alliance funding grant	<p>The Alliance for Gambling Reform is a national collaboration of organisations with a shared concern for the harmful and unfair impacts of gambling. Council is a currently a non-financial member of the Alliance. Council has again been invited to join the leadership group of the Alliance, this financial membership costs \$25,000 per annum.</p> <p>Pokies and other gambling continue to take considerable sums of money out of people's pockets locally. Council hasn't had a local license or permit applications for pokies for many years due to planning restrictions (effective policy in the Yarra Planning Scheme), saturated market and population growth constituted of high SES household less likely on average to gamble on pokies.</p> <p>The Alliance is helping realise Yarra's higher order advocacy outcomes. The Alliance has a high profile and is executing effective lobbying, public relations and community awareness on the harms created by the gambling industry and the need for improved regulation and restriction on accessibility of gambling products. The budget does not currently include funding to join the leadership group of the Alliance.</p>

Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
30 & 48	Improve pedestrian safety	<p>Your points around shared bike/pedestrian paths have been noted. This is an issue Council has been tackling for some time, looking at different innovative ways to get this message across and to encourage mutual respect and care between all users of our much in-demand infrastructure.</p> <p>In relation to your specific point about speed humps on the road in Scotchmer Street between Brunswick Street and St. Georges Road, Council's Traffic Team will shortly be consulting with the North Fitzroy community on making local streets more liveable and safer. We encourage you to visit https://www.yoursayyarra.com.au/improving-northfitzroy to provide feedback from 28 May to 17 July 2018. Council will also be holding a community workshop at the Holden Street Neighbourhood House from 4pm-7pm on 21 June 2018 to gather further feedback to inform future projects in the area.</p>
36	Reduce waste collection frequency	<p>The City of Yarra has a diverse range of residential housing stock including low density, medium density, high density and a combination of high density housing combined with commercial activities. This makes the introduction of a fortnightly rubbish collection more complex when compared to some other municipalities. Over the next 12 months Council intends to trial a FOGO (Food Organics Green Organics) collection across approximately 700 low density residential properties. The intention is to trial a fortnightly rubbish collection across approximately 200 single dwellings to collect data and complete an analysis and evaluation that explores the potential to introduce a fortnightly rubbish collection service within appropriate residential dwelling types. The evaluation is expected to be completed by approximately February 2019.</p>
37, 60, 63, 66	Economic development Bridge Rd, Victoria St	<p>The Draft 2018/19 Budget includes funding of \$390,000 for improvements to Bridge Road, Church and Victoria Street which will include new and replacement street furniture, bike hoops and plantings.</p> <p>We also contribute \$60,000 annually to the Bridge Road Main Street traders association who implement an annual marketing strategy to attract new business and visitors to the street.</p> <p>There is also a new initiative, a Shopfront Improvement Program, for Victoria Street in the proposed Budget.</p> <p>The aim of these projects is to improve the aesthetic of Victoria Street, while also engaging and educating traders to take pride in their shops.</p>
38	Rushall Reserve expenditure	<p>The Planning Permit application is about to be lodged following the Council resolution which will be processed according to the Statutory Planning processes – the advocacy to relevant Ministers and local Members has also commenced also in accordance with the recent Council resolution regarding seeking State assistance with funding of the required works. No works could commence until the necessary planning approvals and Metro Train approvals are in place.</p>
41	Reduce administration costs	<p>Council employs over 1,000 staff to deliver a wide range of services and maintain the significant infrastructure and assets, that our community values and enjoys. Each year, as part of Council's Enterprise Agreement, employees receive an annual increase on their salaries and wages. Yarra provides high levels of direct service provision to the community compared with other surrounding Council's. Yarra achieves higher levels of community satisfaction as a result. Council's staffing costs are held at a reasonable level to reflect this service standard. Council is also legally required to pay its staff superannuation and has other employee related expenses such as WorkCover premiums that are included in this increase.</p>

Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
42	Improve waste recycling	<p>Council does deliver a variety of education programs to reduce waste to landfill. These include:</p> <p><u>Food Know How</u></p> <p>The Food Know How program has evolved into a 5 week Challenge which guides households and the community on the steps of good food planning, shopping, storage, preparation, and composting.</p> <p><u>RecycleUs</u></p> <p>Council's bin inspection program, Recycle Us, educates and encourages residents to recycle correctly by giving them direct relevant feedback about what is in their recycling and rubbish bin. On average the program has reduced contamination in recycle bin by 20% and reduced resource loss by 10% in the rubbish bin.</p> <p><u>MUD Recycling Program</u></p> <p>Our program for multi-unit developments produced a new way to engage with buildings and residents with the development of waste and recycling posters that are free for residents to access and download on our website. The program directly engaged with 20 locations per year, ranging in <u>size and scale, from units at Richmond Department of Housing to 500 unit high rise towers.</u></p> <p><u>Yarra's Community Resource Recovery Hubs</u></p> <p>Three large outdoor and four indoor hubs (in libraries and neighbourhood houses) have been successfully implemented throughout the municipality. These Hubs collect clothes, textiles, homewares, and small electrical items. We have consistently diverted just over 100 tonnes of material per year.</p> <p><u>Commercial Shop Recycling Project</u></p> <p>Engagement and education around recycling and managing waste better is now integrated into education program. The engagement package included one on one talks, information sheets, internal recycling bins, and stickers for external recycling bins.</p> <p>We have just completed public consultation on our draft Waste Minimisation strategy. This is available on our website, and will be finalised after consideration of feedback received during this process.</p> <p>In relation to points 2 and 4, Council provides worm farms and compost bins at cost price for residents. https://www.yarracity.vic.gov.au/service/recycling-and-rubbish/compost-bins-and-worm-farms. You could buy one of these directly yourself or ask your body corporate to purchase one for all residents. This would provide a solution that you could use an end product for any house or balcony plants and any landscaping on site if available.</p> <p>In the next year, we are going to trial a food and green waste collection to see how this works for our residents. 3. Yarra's rubbish bin is the smallest we can go before it becomes a manual handling issue. (i.e. trucks can collect the current bins; smaller bins require staff to lift them and this becomes problematic from an OH&S perspective) In the next year, we plan to trial a fortnightly rubbish collection to see how this works for our residents.</p>
44	Event Funding request	<p>The Village Festival is a recipient of Council's 3 year organisation funding along with 11 other recipients in Yarra in the same scheme. This funding is capped at \$20,000 per year per organisation and does that increase with CPI. Council recognises for many organisations this is partial funding for the activity funded. The level of funding offered by Council is not reflective of Council's valuation of the organisation, but a reflection of the budget allocations available. Council understands and values the work done by the Village Festival and the challenges it faces in sustainability. It understands the Village Festival has investigated and exhausted its options in being able to present the event under the current financial considerations.</p>

Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
46	Health and Leisure services	The request for Council to continue to support an integrated approach to services is noted and through its 0-25 Plan; draft Access & Inclusion and draft Active & Healthy Ageing Plan, Council will continue to support local agencies and services.
	Event Funding request	Arts and Cultural Services has for the past 6 years adopted an integrate service delivery model with other areas of Council's services. This includes strong strategic and project links with Family and Children's services but also links with less obvious areas such as Engineering Services. We see this approach as provided an improved service to community.
	Rates calculation	The rating methodology applied to a fourteen story building is identical to that of other buildings within the municipality. All property has a given valuation to which a rate in the dollar is applied, this rate in the dollar is determined from Council's annual budget and subject to a cap (a maximum amount) set by the State Government. Whether you own an industrial lot, a commercial building, or a residential dwelling, this calculation is the same. Net Annual Value of Property x Rate in the Dollar = Annual Rates Amount.
48	Infrastructure, Safety	<p>Council has prioritised its projects to deliver across a number of strategic areas. The entire discretionary amount available in the budget is well below \$10m. Council has identified and proposed funding for a number of infrastructure projects which would be considered "safe travel".</p> <p>Reclassification of streets to "open space" as proposed would invoke a long term strategic planning process. Council has identified an extensive list of strategic planning projects which officers are currently progressing.</p> <p>Then process to increase the open space levy is lengthy, must follow strict legislative requirements, and requires considerable resources. It is not part of council's adopted 4 year plan.</p> <p>Yarra is already well laid out to largely satisfy the 20 minute neighbourhood concept. The fact that many Yarra residents do not own vehicles testifies to this.</p> <p>Yarra is currently trialling a detailed 30kph speed limit in Fitzroy. The results of this trial may inform a possible roll out to other precincts in the future.</p> <p>Yarra is working with other authorities such as VicRoads and PTV and Transport for Victoria to reduce speed limits, improve DDA access to public transport and encourage provision of better cycling infrastructure. These discussions also necessitate inclusion of traders who often have strong views about the location and cost of parking to their businesses.</p> <p>Yarra's Safe Travel Strategy contains actions to reduce road incidents through prioritisation of sustainable transport and improved safety design standards. Council will shortly be undertaking a variable parking fee trial which may form the basis of such a model.</p> <p>The proposed requirement that street trees not block bicycle lanes can be considered when the next review of the Street Tree Policy is undertaken.</p> <p>Yarra's Travel Smart maps provide this information.</p> <p>The proposed study is wide ranging and extremely detailed. Available resource levels do not provide for this work to be undertaken either internally or by consultants.</p> <p>Officers seek external funding opportunities whenever they are able to satisfy the funding criteria, and also regularly advocate for additional funding as opportunities arise.</p>

Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
49-51, 53, 54, 56, 57, 59, 61, 62, 64-72, 74, 75, 77, 80, 85-89, 91- 101, 103 & 104	Requesting Richmond Public Housing Youth Space facilities	<p>Council provides funding through a specific community grant of \$170,000 per annum (over 3 years) to support the provision of programs and activities relevant to the needs and interests of young people living in the Richmond and Collingwood Housing Estates. This grant is currently delivered by the drum youth services. Yarra Youth Services work closely with drum to support the delivery of programs, activities and events on both estates. Activities are delivered on the Collingwood Housing Estate at 253 Hoddle Street. While this is not a dedicated youth space, it is youth-friendly, and suits the purpose of delivering programs, activities and events for young people living on the estate.</p> <p>Unfortunately, there is not a similar space in Richmond. We have advocated to the State Government to provide a youth space on the Richmond Housing Estate and/or to improve access to the community rooms for young people and groups delivering youth related activities. However, Council does not manage or own the community rooms on the estate and therefore has no control over who has access to the community rooms.</p> <p>As an alternative, the drum and Belgium Avenue Neighbourhood House (BANH) (with the support of Yarra Youth Services) have recently began piloting the use of a portable building facilitated by BANH for youth programs on Thursday nights. Again, this is not a dedicated youth space, and Council doesn't manage the space. It is also limited given its size to reach significant numbers of young people. However, it provides an opportunity to trial a more specific space for young people.</p> <p>Further work needs to be done to explore potential youth spaces in Richmond, and to build a sustainable and programmed space that could be developed in partnership with Council, the drum youth services, local community organisations, and young people. This will involve considering management and operational costs of a youth space in Richmond.</p>
51	Improve park utilisation	Council officers are observing patterns of behaviour at the Lennox and Butler Street park but at this time there are no plans to program activities and the site is used for passive recreational activities.

Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
52	Heritage	<p>Heritage is one of the key characteristics of the City of Yarra. Yarra City Council is committed to promoting heritage through various initiatives such as:</p> <ul style="list-style-type: none"> - Information through Council's website. - Heritage walks. Council has identified 17 heritage walks. This information can also be accessed from the heritage link on the Council's website. - Installation of heritage signs at key locations. (Example- Mary Rogers Square at the corner of Bridge Road and Church Street). - Heritage Plaques (installed along Bridge Road shopping strip) - Streetscape masterplans- The Council is progressively preparing streetscape masterplans for activity centres which provide an opportunity for installation historic signs or plaques. <p>Currently, there is no budget provision for installation of plaques or signs on historical properties, however, such opportunities could be realised with the implementation of activity centre streetscape masterplans in the coming years. Council is also working to revise Yarra's Heritage Strategy in year 2018-19 which would provide a further avenue for inclusion of such opportunities and a basis for budget submissions for specific projects in subsequent years. Council is also exploring other means to promote heritage information to a wider community. In this regard, presently, Council is exploring an opportunity for a citizens heritage project along with the Melbourne University that would help document historical information through community participation. This would be done through a web based interactive application which people would be able to access and where they would be able to share information and photographs on heritage areas and properties of Yarra.</p>
55	Reduce vehicle infrastructure spending	<p>Council has prioritised its projects to deliver across a number of strategic areas, and must ensure that existing assets such as roads are adequately maintained. Council's draft budget includes funding for the Wellington Street separated bicycle lane.</p> <p>Council will shortly be undertaking a variable parking fee trial which may form the basis of such a model.</p> <p>Later in 2018, Council will also consider a report on car share, and a report on a parking management strategy.</p>
58	Economic development Bridge Rd, Victoria St	<p>Council is continuing to look at ways in which we can improve both Bridge Road and Victoria Street, to support vibrant and prosperous business precincts that will best serve the community.</p>
63	Event Funding request	<p>Council is committed to working with the community to address a range of issues that are interconnected, such as: public safety, community resilience, cultural vibrancy and sustainable businesses.</p> <p>Victoria Street has been a particular area of Council focus in the past years with the installation of the Gateway, the vision developed for the street, and initiatives such as the Reimagining Victoria Street. Council is actively working with local businesses to collaborate and work together on joint initiatives.</p> <p>There are also a number of infrastructure projects underway to improve the street level assets – shop windows and merchandising, street furniture and plantings.</p> <p>Council remains a major partner for the Lunar Festival which receives 3 year Celebrate Yarra funding of \$30,000 in cash per year and up to \$60,000 of in-kind logistical support.</p>

Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
66	Stop funding some external organisations	Given the range of roles and services Council provides to our community and complexity with many of these, there is often value in partnering with external organisations and bodies such as Yarra Energy Foundation (YEF) to assist in the delivery of community endorsed outcomes. YEF is a priority objective to assist the community to reduce greenhouse gas emissions and move towards our target of a carbon neutral municipality. A four year funding agreement for YEF was approved by Council in 2017. The draft budget reflects this agreement.
	Event Funding request	Council has taken a light approach to managing the public amenity of our city during busy and important dates such as New Year's Eve. For the last 2 years we have tried to provide some programming that we believe is of interest to the local community.
73	General support	Thank you for your submission and your comments are noted
78 & 79	Reduce Expenditure	Thank you for your detailed submission. Your comments and recommendations are duly noted, and are for Council's consideration.
81	Economic development Bridge Rd, Victoria St	Council is continuing to look at ways in which we can improve Bridge Road to enable vibrant and prosperous business precincts that will best serve the community. The budget proposes programs to further these opportunities and support for Bridge Road.
82	Event Funding request	<p>The Gertrude Projection Festival is recipient of Council's 3 year organisation funding along with 11 other recipients in Yarra in the same scheme. This funding is capped at \$20,000 per year per organisation and does that increase with CPI. Council recognises for many organisations this is partial funding for the activity funded.</p> <p>The level of funding offered by Council is not reflective of Council's valuation of the organisation, but a reflection of the budget allocations available. Council understands and values the work done by the Gertrude Projection Festival and the challenges it faces in sustainability. It understands the Gertrude Projection Festival has investigated and exhausted its options in being able to present the full event under the current financial considerations. Officers have approved a funding variation that will enable Gertrude Projection to present a reduced 2018 event in Atherton Gardens. Officers recognise the actual costs of these events and \$7,500 appears to be fair community rate.</p> <p>However, any further funding cannot be offered within existing arrangements and would need Council direction to be accommodated.</p>

Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
83	Waste Levy	<p>A user pay system for the landfill bin has not yet been adopted by other Councils. A waste charge is utilised by Councils to provide the capacity to keep up with the increasing cost to deliver waste services to the community. As you point out the City of Yarra did go through this process and it was rejected by the community. At this point in time Council will not follow this course of action.</p> <p>We are looking at other programs to reduce our waste footprint. Yarra is currently trialling a food and green waste collection which will be used to assess the viability of introducing a new collection service across the municipality. Instead of sending this valuable material to landfill it will be composted and returned to farms to keep the nutrient cycle in production. This is another initiative to reduce material going to landfill as food and garden waste make up a significant amount of household bins.</p> <p>Yarra is in the process of rethinking our approach to waste. We currently have a draft Waste Minimisation strategy that we invite you to provide feedback and input on https://www.yarracity.vic.gov.au/news/2018/05/17/help-us-rethink-our-approach-to-waste</p>
84	Street Planting	<p>Bushland planting will commence in June 2018 and continue through to early August 2018. Locally indigenous ground story plants and two small trees will be planted this year at the cul-de-sac end of Railway Street Nth Fitzroy. Two more locally indigenous advanced trees will be planted in Autumn 2019 to complete the cul-de-sac end of Railway Street. The Railway Street border garden bed will also be planted with locally indigenous ground story plants during 2018</p>
90	Gleadell Street Improvements	<p>The LEGS submission is supporting this element of the Council's draft budget with respect to Gleadell Street which is welcome. Officers are aware of the LEGS's ideas and proposals for Gleadell Street as they made a similar submission to the Bridge Road Master Plan. Officers will consider their submission when the project is initiated next financial year and how we can engage with the group when scoping the project and through the preparation of a design concept.</p>
96	Community Grants Funding	<p>The Community Grants Program consistently delivers programs and initiatives that our community want, because they are community initiated, and deliver great values of return because most often Council is a co-funder of supported projects.</p>
102	Jack Dyer Pavilion	<p>The design development of the Jack Dyer Pavilion that commenced in 2016/17 is intended to continue in 2017/18 through discussion with the user groups. A funding allocation to commence construction is expected to be considered as part of the 2019/20 budget process.</p>
105	Event Funding request	<p>The Fringe Festival is a recipient of Council's 3 year organisation funding along with 11 other recipients in Yarra in the same scheme. This funding is capped at \$20,000 per year per organisation and does that increase with CPI. Council recognises for many organisations this is partial funding for the activity funded. The 3 year funding program called Creative Yarra was first endorsed by Council in 2013 and the funding pool has remained unchanged at \$170,000 for the last 5 years and is expected to remain so until the end of the current cycle in 2019. Council has been alerted to the financial stress that a number of organisations funded through this program are going through. However, there is no capacity within the existing budget to enable an increase.</p>

Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
106	Infrastructure	<p>Council has prioritised its projects to deliver across a number of strategic areas. 2. Council's LAPM programs consider opportunities for improvements to cycling infrastructure.</p> <p>YCAN's support for the Wellington Street bicycle lane project is noted. Development of a new bicycle strategy is not part of the Council 4 year Plan. A new strategy would require significant officer or consultant resources, and is not included in the draft budget. With many other sustainable transport projects anticipated in Yarra in the next period, such as route 96 upgrade, and cycle projects such as the Preston – CBD corridor, and advocacy on such projects as the Walmer Street bridge, NELA, and Streamlining Hoddle Street, existing resources are expected to be fully allocated.</p> <p>Yarra is currently trialling a detailed 30kph speed limit in Fitzroy. The results of this trial may inform a possible roll out to other precincts in the future.</p> <p>Yarra is working with other authorities such as VicRoads and PTV and Transport for Victoria to reduce speed limits, improve DDA access to public transport and encourage provision of better cycling infrastructure.</p> <p>Officers seek external funding opportunities whenever they are able to satisfy the funding criteria, and also regularly advocate for additional funding as opportunities arise.</p>
	Improve waste minimisation	<p>Councils draft waste minimisation strategy outlines how Yarra will reduce its waste through education, advocacy, leadership and services that promote mindful consumption and minimise the loss of resources. There is currently both a strong local and global call for us all to consider the changes we can make in our everyday life to reduce plastic pollution. As such the Proudly Plastic Free Campaign is a very important action in the draft strategy with budget being identified as a requirement to start the program in 2018-19. This is a campaign that we want to get right as the potential of its impact on engaging our community to rethink consumptive behaviour is huge. Your call to get this campaign up and running in the 2018-19 budget cycle is taken on record and will be explored with council officers.</p>
107	User pays approach	Thank you for your submission and your comments are noted for Council's consideration.
	Reduce Expenditure	<p>Council has prioritised its projects to deliver across a number of strategic areas including roads. Provision of bicycle infrastructure in suburban streets is consistent with Council's Strategic Transport Statement, and reduces demand for other transport modes such as public transport and private motor vehicle use.</p>
	Reduce Expenditure	<p>The 2018 Metropolis Customer Satisfaction Survey of Council's services indicated residents considered the following services by Council to be in the highest category – "Excellent" – for weekly garbage collection, local library, regular recycling, hard rubbish booking / pick up service, services for older people, Collingwood Leisure Centre, services for families and children, provision of parks, gardens and reserves, Fitzroy Swimming Pool, maintenance of parks, gardens, and reserves, pet registration service, arts and cultural activities, green waste booking / pick up service, Richmond Recreation Centre, Burnley Golf Course, and services for youth.</p>

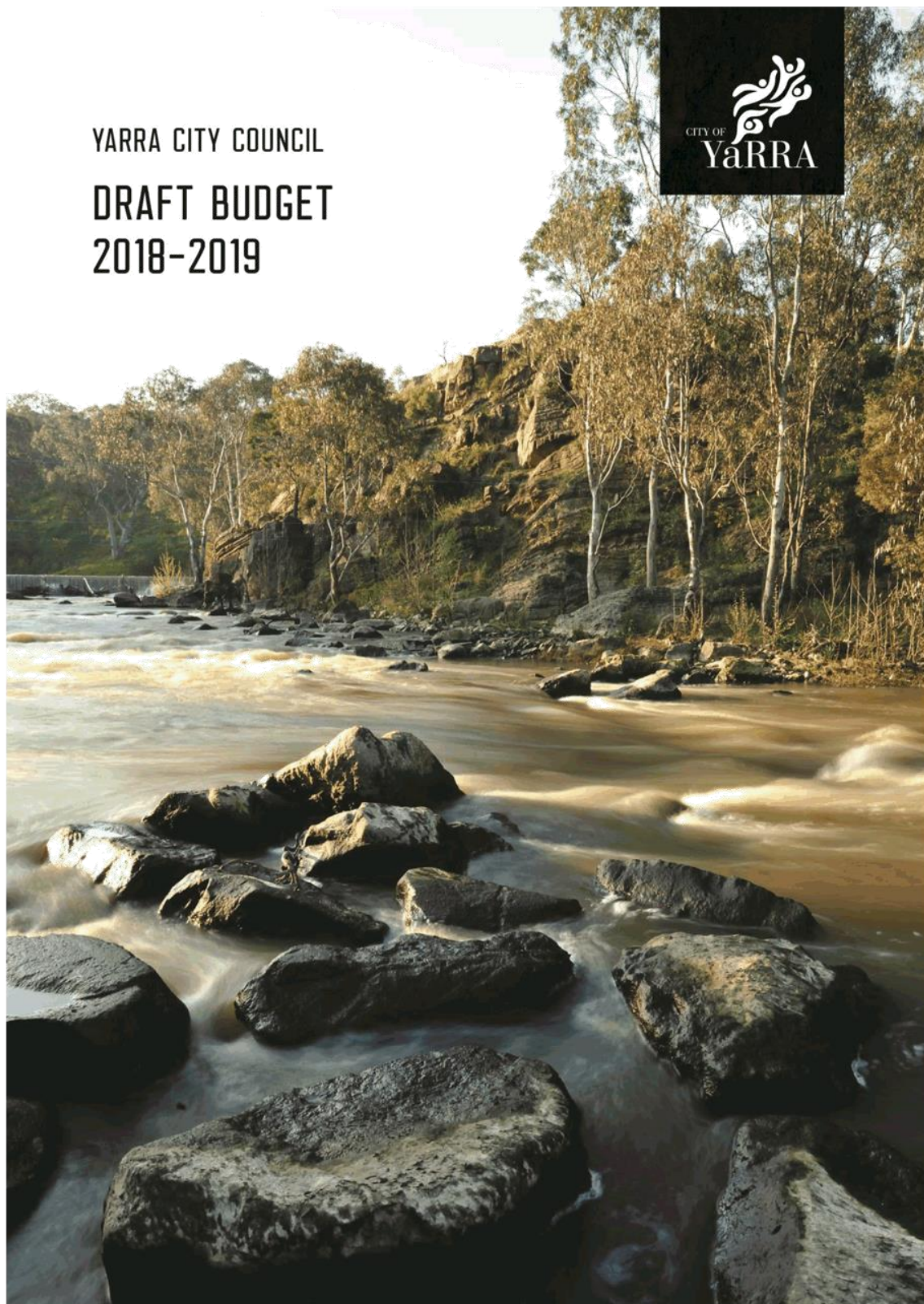
Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
108	Support for Public Housing advocacy campaign	<p>The Victorian Government has committed to a new Public Housing Renewal Program (the Renewal Program). The Government has committed \$185 million towards these efforts. Across metropolitan Melbourne and in regional centres of Victoria, ageing public housing estates will be redeveloped into “modern, mixed-tenure neighbourhoods”. Profits generated from the sale of the private dwelling will fund the replacement of ageing public housing stock and also enable a 10% increase of social housing homes at each location. Upon completion the majority of social housing dwellings will remain public housing, with the remainder owned and managed by community housing providers. In its 2017 submission to the Standing Committee on Legal and Social Issues Inquiry into the Public Housing Renewal Program, Yarra City Council noted that:</p> <ul style="list-style-type: none"> • The Victorian Government has failed to articulate, and evidence, how future development value – that is the uplift of redevelopment – is being captured by the government for public benefit. • Together, the nine sites to be renewed constitute roughly sixteen hectares of prime residential real estate. These sites can only be sold once and the onus is on the state government to demonstrate that there are significant public benefits from the Public Housing Renewal Program. At face value, the dwelling replacement plus ten percent increase seems inadequate • Council holds significant concerns on how vulnerable residents will be impacted during any redevelopment and possibly beyond. Housing is not just bricks and mortar – it is connection to place, including family, friends, employment, transport, health and community support services, and the informal networks that people build up during their lives. <p>The Public Housing Defence Network (PHDN) seeks financial support to organise a public meeting on the Renewal Program for engagement and awareness raising (this meeting would engage other municipalities affected); build an alliance with other LGAs and the MAV, produce communications collateral and ran an advocacy campaign; and resource governance activities. Council may wish to consider how the PHDN’s proposal aligns with its own policy positions and whether it elects to support this proposal or directly manage its own campaign through existing resources in communications and advocacy.</p>
109 (late) and 112 (late)	Public housing	<p>Council funds Launch Housing Assertive Outreach Service \$30,000 per year to double their outreach capacity within Yarra which informs our advocacy and leadership in addressing the impacts and responses to homelessness at local government level. Within existing budget Council demonstrates leadership through providing material aid and targeted access to Council facilities, facilitating local service coordination, asserting commitment to a rights based approach to people who are homeless, and ensuring Council officers understand pathways into and out of homelessness, the homelessness service system, and the limits of local government capacity to address homelessness. Council has a Policy Guidance Note, Affordable Housing Outcomes at Significant Redevelopments. This was adopted by Council in November 2017 and amongst other things requires that:</p> <p>As part of significant rezonings, provisions will be sought by Council for the new zone or overlay to require any development proponent to provide for at least 5% affordable housing at significant redevelopment sites once constructed and into the future.</p>

Attachment 2 - Responses to Budget Submissions

ID	Topic	Reasons for Decision
110 (late)	Park lighting	<p>Council's open space lighting policy notes that Council does not light paths in environmentally sensitive areas or river corridors.</p> <p>The environmental considerations include the ability to light the entire path network considered critical to public safety, as it is not appropriate to partly light a path and unexpectedly discharging users into darkness.</p> <p>The land in question is only partly managed by the City of Yarra, the remainder being the responsibility of Parks Victoria.</p>
111 (late)	Sailors and Soldier's Building	The matter will be referred to Council for detailed review and consideration in conjunction with the Council's Property Strategy.

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Introduction

It gives Council great pleasure to recommend this budget to the Yarra community.

This document outlines the broad range of services provided by council from home care for the elderly to road construction, urban planning to actions for our environment, as well as providing leisure facilities and libraries, plus so much more. It also details the funding that is required to deliver these services and maintain community infrastructure.

A great deal of work has been completed by council officers minimise cost increases and this is reflected in the 2018-2019 annual budget.

Rate increases have been capped at 2.25% in line with the Victorian Government's Fair Go Rates System. Despite the financial challenge this poses, council is determined to maintain its services, while working within the cap.

Council will fund several new initiatives and will allocate funds to renew its infrastructure.

An early community consultation process was undertaken in late 2017/early 2018 regarding community priorities, the results of which have informed the Council Plan annual actions and the Strategic Resource Plan included in this budget.

The 2018 - 2019 budget follows through on delivering on the Council Plan which was adopted by Council in 2017/18.

The Capital Works program for 2018-19 will be \$25.7m, excluding projects that may be carried over from the 2017/18 year. Of the \$25.7m in capital funding required, \$20.7m will come from Council operations, \$5m from external grants and contributions, with no new borrowings required.

Financial Snapshot

Key Statistics	2017-18 Budget \$million	2018-19 Budget \$million
Total Revenue	\$181	\$187
Total Expenditure	\$172	\$177
Comprehensive Operating Surplus	\$9	\$10
Capital Works Program	\$33	\$26
Funding the Capital Works Program:		
• Council	\$28	\$21
• Contributions	\$4	\$4
• Borrowings	\$0	\$0
• Grants	\$1	\$1

Council looks forward to engaging with you in the community to discuss this draft Budget over the coming weeks.

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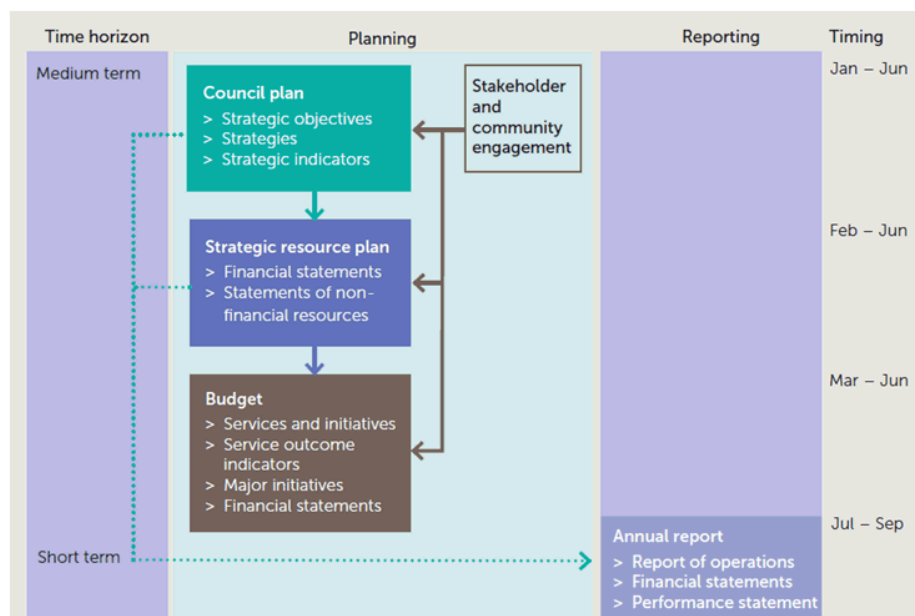
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1. Link to the Council Plan

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

1.1 Planning and accountability framework

The Strategic Resource Plan, 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, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

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

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1.2 Our purpose

Our vision

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

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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1.3 Strategic objectives

Council delivers services and initiatives across a number of branches and business units. Each contributes to the achievement of one of the Strategic Objectives as set out in the Council Plan incorporating the Municipal Public Health and Wellbeing Plan for the years 2017-21. The following table lists the seven Strategic Objectives as described in the Council Plan.

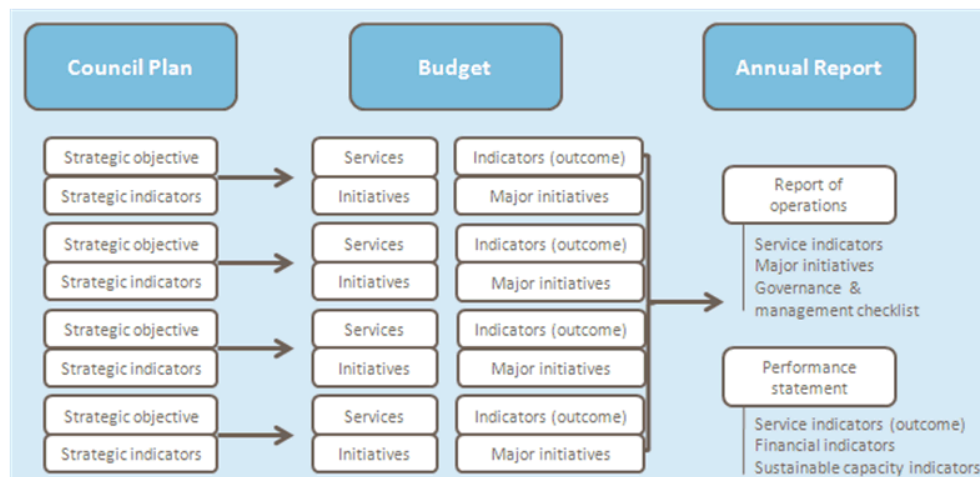
Strategic Objective	Description
1. A healthy Yarra: Community health, safety and wellbeing area focus in everything we do	Council plays a key role in contributing to our community's health and wellbeing. From delivering maternal and child health services to ensuring access to open space, enforcing noise regulations to supporting community and cultural initiatives, community health, safety and wellbeing is central to everything we do.
2. An inclusive Yarra: 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.
3. A sustainable Yarra: 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.
4. A liveable Yarra: 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.
5. A prosperous Yarra: 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.
6. A connected Yarra: Connectivity and travel options are environmentally sustainable, 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.
7. A leading Yarra: 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 initiatives and service performance outcome indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2018/19 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in 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

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2.1 Strategic Objective 1

A healthy 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.

Council's work to achieve this Strategic Objective includes the following strategies:

- 1.1 Maintain and enhance Yarra's open space network to meet the diverse range of community uses
- 1.2 Promote a community that is inclusive, resilient, connected and enjoys strong mental and physical health and wellbeing
- 1.3 Provide health promoting environments that encourage healthy eating and active living
- 1.4 Assist to reduce the harms from alcohol and drugs on individuals and the community in partnership with State Agencies and key service providers
- 1.5 Promote environments that support safe and respectful sexual practices, reproductive choices and gender equity
- 1.6 Promote a gender equitable, safe and respectful community
- 1.7 Promote an effective and compassionate approach to rough sleeping and advocate for affordable, appropriate housing
- 1.8 Provide opportunities for people to be involved in and connect with their community

Services

Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
Family, Youth and Children's Services	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. Key services:	<i>Exp</i>	\$16,856	\$17,516
		<i>Rev</i>	\$9,102	\$9,161
		<i>NET</i>	\$7,754	\$8,354
		<i>EXP/ (REV)</i>		

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
Recreation and Open Space	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. The branch also manages and provides accessible recreation opportunities, services and facilities and open space. Key Services: <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 	Exp	\$9,591	\$9,245
		Rev	\$282	\$357
		NET	\$9,309	\$8,887
		EXP/ (REV)		
Aged and Disability Services	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. 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. Key Services: <ul style="list-style-type: none"> • Delivering community care services • Community Development 	Exp	\$6,875	\$6,606
		Rev	\$3,627	\$3,705
		NET	\$3,248	\$2,901
		EXP/ (REV)		

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
	<ul style="list-style-type: none"> 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.	<i>Exp</i>	\$9,791	\$10,611
		<i>Rev</i>	\$10,420	\$10,653
		<i>NET</i>	(\$629)	(\$42)
		<i>EXP/ (REV)</i>		
	Key Services:			
	<ul style="list-style-type: none"> Collingwood Leisure Centre Richmond Recreation Centre Fitzroy Swimming Pool Burnley Golf Course 			
Compliance Services	Compliance Services is responsible for a range of statutory enforcement services to maximise the health, safety and harmony of the City.	<i>Exp</i>	\$6,237	\$6,584
		<i>Rev</i>	\$4,406	\$4,692
		<i>NET</i>	\$1,831	\$1,892
		<i>EXP/ (REV)</i>		
	Key Services:			
	<ul style="list-style-type: none"> Animal Management Local Laws Enforcement School Crossing Management Temporary Liquor Licensing referrals Local Law permits Litter Enforcement Planning Enforcement Health Protection (including Food Safety and Immunisation) 			

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
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.	Exp	\$463	\$519
		Rev	\$0	\$0
		NET	\$463	\$519
		EXP/ (REV)		
	Key Services:			
	<ul style="list-style-type: none">• Undertake social research• Undertaking strategic research, plans and policies• Health Planning			

Strategic Objective	Major Initiative	Other Initiative
A healthy Yarra	1. Malcolm Graham Pavilion (Kevin Bartlett Reserve) Upgrade - \$300,000 Extension and refurbishment of the Malcolm Graham Pavilion to meet legislative, functional, disability access and environmental sustainability requirements. The existing pavilion only has two change rooms which restricts use of the facility by both genders at the same time. The pavilion currently has no disability change facilities. The project will commence construction in 2018/19 with completion anticipated in 2019/20.	1. Canoe Club (Fairfield Park) Redevelopment - \$80,000 Complete the design process for the future redevelopment of the Ivanhoe Canoe Club. The redevelopment will include work to make the toilets DDA compliant, upgrade to the kitchen and social areas and improved access for canoes and kayaks.
		2. Yambla St Pavilion (Quarries Park) Redevelopment - \$50,000 Finalise the design, update the QS cost plan and complete the planning permit process for the future redevelopment of the Yambla Pavilion (Quarries Park Reserve). The upgraded facility will increase opportunities for women's sport and improve disability access, ESD performance and the multi-functionality of the building to support sport and broader community use.
		3. Tennis Club (Edinburgh Gardens) Redevelopment - \$50,000 Complete the design and update the QS cost plan for the future redevelopment of the Edinburgh Gardens Tennis Pavilion. The redevelopment will include additional club social spaces, kitchen, DDA compliant male and female showers and toilets, office, improved storage, and first aid room.

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Service Performance Outcome Indicators

Service	Indicator	2014/15 Actual	2015/16 Actual	2016/17 Actual
Animal Management*	Health and Safety Animal management prosecutions (Number of successful animal management prosecutions)	4	5	11
Aquatic Facilities*	Utilisation Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	11.8	11.63	11.96
Food Safety*	Health and Safety Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	99.3%	100%	100%
Maternal and Child Health*	Participation Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	83.4%	79.82%	79.38%
Maternal and Child Health*	Participation Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	74.4%	59.72%	63.41%
Home and Community Care*	Participation Participation in HACC Service (Percentage of the municipal target population that receive a domestic, personal or respite care service)	15.8%	13.44%	N/A
Home and Community Care*	Participation Participation in HACC service by CALD people (Percentage of the municipal target Culturally and Linguistically Diverse population that receive a domestic, personal or respite care service)	12.7%	10.24%	N/A

*refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators.

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2.2 Strategic Objective 2

An inclusive 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's work to achieve this Strategic Objective will include the following strategies:

- 2.1 Build resilience by providing opportunities and places for people to meet, be involved in and connect with their community Continue to create a resident-friendly city that reduces isolation, improves access to the built environment and builds social connections.
- 2.2 Remain a highly inclusive Municipality, proactive in advancing and advocating for the rights and interests of specific groups in the community and community issues Encourage greater social cohesion and participation through volunteer initiatives and community development activities.
- 2.3 Continue to be a local government leader and innovator in acknowledging and celebrating Aboriginal history and culture in partnership with Traditional Owners Deliver Council services that meet community priorities and needs.
- 2.4 Acknowledge and celebrate our diversity and people from all cultural backgrounds.
- 2.5 Support community initiatives that promote diversity and inclusion.

Services

Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'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.	Exp	\$3,565	\$3,679
		Rev	\$0	\$0
		NET	\$3,565	\$3,679
		EXP/ (REV)		
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				

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Strategic Objective	Major Initiative	Other Initiative
An Inclusive Yarra	Whilst there are no major or specific initiatives planned, Community Partnerships continues to lead community development in Yarra through strengthening civic participation, championing social inclusion and cohesion and supporting community groups and organisations.	

Service Performance Outcome Indicators
Nil

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2.3 Strategic Objective 3

A sustainable 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.

Council's work to achieve this Strategic Objective will include the following strategies:

- 3.1 Investigate strategies and initiatives to better manage the long term effects of climate change
Continue to identify opportunities to convert road spaces and laneways for parks or improved pedestrian spaces.
- 3.2 Support and empower a more sustainable Council and Community Advocate to protect green and open spaces on Yarra's public housing estates.
- 3.3 Lead in sustainable energy policy and deliver programs to promote carbon neutral initiatives for the municipality and maintain Council as a carbon neutral organisation
Seek to achieve more communal private open space within large developments.
- 3.4 Reduce the amount of waste-to-landfill with a focus on improved recycling and organic waste disposal.
- 3.5 Promote responsible water usage and practices
- 3.6 Promote and facilitate urban agriculture with a focus on increasing scale and uptake in the community.
- 3.7 Investigate strategies and initiatives to improve biodiversity.

Services

Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
Sustainability Services	Sustainability Services focusses on the advocacy and policy areas of environment Key Services	Exp	\$3,241	\$3,392
		Rev	\$0	\$0
		NET	\$3,241	\$3,392
		EXP/ (REV)		
Waste Services	Waste Services oversees the delivery of all waste services and waste minimisation. Key Services:	Exp	\$16,956	\$17,318
		Rev	\$616	\$545
		NET	\$16,340	\$16,773
		EXP/ (REV)		

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
	<ul style="list-style-type: none"> Reducing Council's waste to Landfill Increasing Urban Agriculture throughout the municipality 			
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. Key Services: <ul style="list-style-type: none"> Water Management 	<i>Exp</i>	\$49	\$51
		<i>Rev</i>	\$0	\$0
		<i>NET</i>	\$49	\$51
		<i>EXP/ (REV)</i>		

Strategic Objective	Major Initiative	Other Initiative
A sustainable Yarra	<ul style="list-style-type: none"> Participating partner in the Municipal Renewable Energy Project 	Protecting our natural environment and supporting our community to reduce its environmental footprint will continue to be a priority for Council.

Service Performance Outcome Indicators

Service	Indicator	2014/15 Actual	2015/16 Actual	2016/17 Actual
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)	37.2%	38.52%	37.36%

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2.4 Strategic Objective 4

A liveable 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.

Council's work to achieve this Strategic Objective includes the following strategies:

- 4.1 Protect Yarra's heritage and neighbourhood character.
- 4.2 Actively plan for Yarra's projected growth and development and advocate for an increase in social and affordable housing.
- 4.3 Plan, promote and provide built form, open space and public places that are accessible to all ages and abilities.
- 4.4 Protect Council assets through effective proactive construction management.
- 4.5 Encourage and promote environmentally sustainable building, urban design, place-making and public realm outcomes.
- 4.6 Provide direction and improve decision making on infrastructure projects through the application of the Strategic Community Infrastructure Framework.
- 4.7 Encourage engagement with the community when developments are proposed.

Services

Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'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.	Exp	\$4,100	\$4,417
		Rev	\$6,026	\$6,340
		NET	(\$1,926)	(\$1,922)
		EXP/ (REV)		
Key Services:				
	<ul style="list-style-type: none">• Advice on planning and specialist heritage & environmental sustainability aspects• Assessment of planning applications• Decisions on certain planning applications where delegation exists• Subdivision assessment and processing			

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
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.	<i>Exp</i>	\$2,047	\$2,020
		<i>Rev</i>	\$0	\$136
		<i>NET</i>	\$2,047	\$1,884
		<i>EXP/ (REV)</i>		
	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 			
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.	<i>Exp</i>	\$5,212	\$5,359
		<i>Rev</i>	\$6,695	\$6,550
		<i>NET</i>	(\$1,483)	(\$1,991)
		<i>EXP/ (REV)</i>		
	Key services:			
	<ul style="list-style-type: none"> Management of Construction Mgt 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 ESM matters Events permits Parks and open spaces 			

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Strategic Objective	Major Initiative	Other Initiative
A liveable Yarra	<p>1. Yarra Development Contributions Plan – \$331,000</p> <p>The Yarra DCP will amend the Yarra Planning Scheme by including a Development Contributions Plan Overlay which will require new development to contribute to the provision and renewal of infrastructure in the municipality.</p> <p>2. Activity Centres Design - \$160,000</p> <p>This project includes these activity centre design outputs for 2018/19:</p> <ul style="list-style-type: none"> ▪ Concept design for Richmond Town Hall, Gleadell Street and Griffiths Street public realm and streetscape. ▪ Scoping and feasibility of Judd Street car park. ▪ Cremorne Street intersection and public realm studies. ▪ Burnley Station background studies. 	<p>With demand for inner city housing increasing, Council will continue to be 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.</p>

Service Performance Outcome Indicators

Service	Indicator	2014/15 Actual	2015/16 Actual	2016/17 Actual
Statutory planning	<p>Decision making</p> <p>Council planning decisions upheld at VCAT</p> <p>(Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council)</p>	86.8%	78.69%	74.07%

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2.5 Strategic Objective 5

A prosperous 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.

Council's work to achieve this Strategic Objective include the following strategies:

- 5.1 Maintain and strengthen the vibrancy and local identity of retail and commercial precincts.
- 5.2 Strengthen and monitor land use change and economic growth including new and emerging economic clusters
- 5.3 Create local employment opportunities by providing targeted and relevant assistance to facilitate business growth, especially for small and medium size enterprises and entrepreneurs through the attraction and retention of businesses.
- 5.4 Develop Innovative Smart City solutions in collaboration with government, industry and community that use technology to embrace a connected, informed and sustainable future.
- 5.5 Facilitate and promote creative endeavour and opportunities for the community to participate in a broad range of arts and cultural activities
- 5.6 Attract and retain creative and knowledge industries in Yarra.
- 5.7 Ensure libraries and neighbourhood houses, support lifelong learning, wellbeing

Services

Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'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.	Exp	\$720	\$746
		Rev	\$10	\$2
		NET	\$710	\$744
		EXP/ (REV)		
Key Services:				
	<ul style="list-style-type: none">Economic DevelopmentProviding advice, support and services to local businessesUndertaking tourism and marketing programs			

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
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:	<i>Exp</i>	\$5,572	\$5,645
		<i>Rev</i>	\$635	\$683
		<i>NET</i>	\$4,937	\$4,962
		<i>EXP/ (REV)</i>		
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:	<i>Exp</i>	\$3,409	\$3,172
		<i>Rev</i>	\$774	\$770
		<i>NET</i>	\$2,635	\$2,402
		<i>EXP/ (REV)</i>		

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Service area	Description of services provided	2017/18 Budget \$'000	2018/19 Budget \$'000
	<p>buildings and community spaces.</p> <ul style="list-style-type: none"> • Arts development • Community arts • Festivals and events • Art and heritage collections • Public Art • Room to Create (creative spaces support) program 		

Strategic Objective	Major Initiative	Other Initiative
A prosperous Yarra	<p>1. Bridge Road Streetscape Masterplan Implementation - \$240,000</p> <p>Improve the streetscape along Bridge Road as per the Bridge Road Streetscape Masterplan. Works in 2018/19 will include:</p> <ul style="list-style-type: none"> ▪ Upgraded furniture at the seven existing kerb outstands between Punt Road and Church Street. ▪ Installation of seats, bins, bike hoops and infill planting at regular intervals along the road. ▪ Installation of bike pumps and drinking fountains at key locations. <p>2. Victoria Street Streetscape Masterplan Implementation - \$150,000</p> <p>Improve the Victoria Street public realm. Works in 2018/19 will include:</p> <ul style="list-style-type: none"> ▪ Installation of seating, bins (with wraps) and bike hoops at regular intervals along the street ▪ Installation of bike pumps and drinking fountains at key locations ▪ Removal/replacement of the guard rail at Church Street/Victoria Street intersection. ▪ General improvements to signage and tram stop paving. 	<p>1. Victoria Street Shopfront and Roller Shutters Programme - \$40,000</p> <p>Improve the visual amenity of targeted properties in Victoria Street through the roller shutter improvement project. This an extension to the 2017/18 programme, and is proposed to extend into 2019/20.</p>

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Service Performance Outcome Indicators

Service	Indicator	2014/15 Actual	2015/16 Actual	2016/17 Actual
Libraries	Participation Active library members (Percentage of the municipal population that are active library members)	18.94%	17.39%	17.82%

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2.6 Strategic Objective 6

A connected Yarra:

a place where...Connectivity and travel options are environmentally sustainable, 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.

Council's work to achieve this Strategic Objective includes the following strategies:

- 6.1 Manage traffic movement and promote road safety within local roads
- 6.2 Work in partnership with VicRoads and influence traffic management and road safety on main roads
- 6.3 Investigate and implement effective parking management options
- 6.4 Improve accessibility to public transport for people with mobility needs and older people
- 6.5 Develop and promote pedestrian and bicycle infrastructure that encourages alternate modes of transport, improves safety and connectedness
- 6.6 Advocate for increased infrastructure and performance of public transport across Melbourne

Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'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 	<i>Exp</i> <i>Rev</i> <i>NET</i> <i>EXP/</i> <i>(REV)</i>	\$8,008 \$26,856 (\$18,848)	\$7,892 \$27,867 (\$19,975)
Traffic and Civil Engineering	<p>Traffic and Civil Engineering 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) 	<i>Exp</i> <i>Rev</i> <i>NET</i> <i>EXP/</i> <i>(REV)</i>	\$3,023 \$200 \$2,823	\$ 3,295 \$200 \$3,095

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
	<ul style="list-style-type: none"> Implementation of Road Management Act Assessment of referred development applications 			
Road Services and Fleet Management	Road Services and Fleet Management manages and maintains Council's road and footpath infrastructure, fleet, plant and equipment. Key Services: <ul style="list-style-type: none"> Graffiti Management Yarra Roads Services Fleet Management Road Infrastructure Capital Works Program 	<i>Exp</i>	\$4,734	\$4,929
		<i>Rev</i>	\$85	\$85
		<i>NET</i>	\$4,649	\$4,844
		<i>EXP/ (REV)</i>		
Strategic Transport	Strategic Transport focuses on advocacy and policy and delivers cycling infrastructure. Key Services <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 Responding to State Government transport projects 	<i>Exp</i>	\$821	\$619
		<i>Rev</i>	\$0	\$0
		<i>NET</i>	\$821	\$619
		<i>EXP/ (REV)</i>		

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Strategic Objective	Major Initiative	Other Initiative
A connected Yarra	<p>1. Wellington Street Copenhagen Bicycle Lanes (Gipps Street to Johnston Street) - \$200,000</p> <p>Construct Stage 2 separated Copenhagen bicycle lanes on Wellington Street between Gipps and Johnston Street. The 2018/19 budget allocation will cover the permit process, re-tender and initial construction activities, with the majority of construction activities to be undertaken in 2019/20, which is when the majority of funding will be received.</p> <p>2. LATM 1 (Princes Hill) - \$413,000</p> <p>Install various traffic treatments in LATM 1 (Princes Hill) as identified in the adopted Traffic Management Plan (TMP) resulting from extensive consultation with the local community, partially offset by funding from VicRoads through the Safer Travel Speeds program.</p> <p>3. LATM 9 (Rose) - \$313,600</p> <p>Install various traffic treatments in LATM 9 (Rose Precinct) as identified in the adopted Traffic Management Plan (TMP) resulting from extensive consultation with the local community, partially offset by funding from VicRoads through the Safer Travel Speeds program.</p>	<p>1. LATM 2 (North Carlton) – Study - \$20,000</p> <p>Conduct a study for LATM 2 (North Carlton) to identify proposed traffic treatments for the area.</p> <p>2. Safety around schools - \$30,000</p> <p>Improve road and footpath infrastructure around schools to facilitate safe sustainable travel behaviour.</p> <p>3. Pedestrian Provisions - \$110,000</p> <p>Continue to deliver a range of local area improvement works to pedestrian amenity in accordance with the Encouraging and Increasing Walking Strategy.</p> <p>4. Spot Safety - \$100,000</p> <p>Continue to deliver a range of traffic treatments at to improve safety, based on monitoring of the local road network and accident records to identify locations with a significant accident frequency which require remedial action, and concerns raised by the community.</p>

Service Performance Outcome Indicators

Service	Indicator	2014/15 Actual	2015/16 Actual	2016/17 Actual
Roads	Satisfaction	72.40	73.30	72.30
	Satisfaction with 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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2.7 Strategic Objective 7

A leading 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.

Council's work to achieve this Strategic Objective includes the following strategies:

- 7.1 Ensure Council's assets and financial resources are managed responsibly to deliver financial sustainability
- 7.2 Continue to develop a culture of continuous improvement and innovation
- 7.3 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
- 7.4 Ensure Council services are efficient, well-planned, accessible and meet community needs
- 7.5 Provide the community with meaningful and genuine opportunities to contribute to and participate in Council planning and decision making processes with a focus on young people, hard to reach and traditionally underrepresented communities
- 7.6 Enable greater transparency and access to the conduct of Council Meetings
- 7.7 Develop Innovative Smart City solutions in collaboration with Government, Industry and Community which will use open data technology
- 7.8 Continue a 'customer centric' approach to all service planning and delivery

Services

Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
CEO Office	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. It is also responsible for managing Councils property portfolio including leases, licences and management agreements.	<i>Exp</i>	\$5,074	\$4,392
		<i>Rev</i>	\$1	\$11
		<i>NET</i>	\$5,073	\$4,381
		<i>EXP/ (REV)</i>		
	Key Services:			
	<ul style="list-style-type: none"> Council agendas and minutes Freedom of Information Internal ombudsman 			

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
	<ul style="list-style-type: none"> Mayor and Councillors Office Place naming Property Management Public Registers Management of Legal Services 			
People and Culture	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.	<i>Exp</i>	\$1,918	\$2,098
		<i>Rev</i>	\$0	\$0
		<i>NET</i>	\$1,918	\$2,098
		<i>EXP/ (REV)</i>		
	Key Services:			
	<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 			
Advocacy and Engagement	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.	<i>Exp</i>	\$4,268	\$5,360
		<i>Rev</i>	\$0	\$0
		<i>NET</i>	\$4,268	\$5,360
		<i>EXP/ (REV)</i>		
	Key Services:			
	<ul style="list-style-type: none"> Customer Service Consultation and engagement Public relations / public affairs 			

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'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 Records Management 			
Finance	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. The Branch is responsible for Contracts and Procurement 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.	<i>Exp</i>	\$4,291	\$4,088
		<i>Rev</i>	\$2,980	\$3,258
		<i>NET</i>	\$1,311	\$830
		<i>EXP/ (REV)</i>		
	Key Services:			
	<ul style="list-style-type: none"> Management Accounting Revenue Management Valuation Services Financial Accounting Payroll Financial Audit Contracts and Procurement 			
Corporate Planning and Performance	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.	<i>Exp</i>	\$828	\$934
		<i>Rev</i>	\$0	\$0
		<i>NET</i>	\$828	\$934
		<i>EXP/ (REV)</i>		
	Key Services:			

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
	<ul style="list-style-type: none"> Corporate Planning and reporting Service Planning and Service Reviews Project Management Office Community Infrastructure Planning Business Improvement 			
Internal Audit & Assurance	The Internal Audit and Assurance 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.	<i>Exp</i>	\$2,964	\$2,960
		<i>Rev</i>	\$0	\$0
		<i>NET</i>	\$2,964	\$2,960
		<i>EXP/ (REV)</i>		
	Key Services:			
	<ul style="list-style-type: none"> Business Continuity Emergency Management Audit Committee Internal Audit program Insurance 			
Building and Asset Management	Building and Asset Management provides policy, strategy, processes, procedures and systems that produce an integrated and multidisciplinary approach to asset management. Council's building and land assets are managed in order to maximise their ability to support delivery of services to the community.		\$6,738	\$6,846
			\$1,502	\$1,548
			\$5,236	\$5,298
	Key Services:			
	<ul style="list-style-type: none"> Strategic Asset Management Capital Works planning, development, monitoring and reporting Building Services and Facilities Maintenance 			

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Service area	Description of services provided		2017/18 Budget \$'000	2018/19 Budget \$'000
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- Building Projects

Information and Communication Technology	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.	Exp	\$7,938	\$7,910
		Rev	\$0	\$0
		NET	\$7,938	\$7,910
		EXP/ (REV)		
		Key Services:		
	<ul style="list-style-type: none">• Business Analysis• Support of business applications and process improvements• Administration and maintenance of the IS Infrastructure• GIS Administration• Innovation projects			

Strategic Objective	Major Initiative	Other Initiative
A leading Yarra	1. Deliberative Engagement to Inform the Development of a Yarra Services Policy - \$100,500 Conduct a deliberative engagement on the topic of Council's role in service provision, including the service mix and level of services. The project will include a Community Baseline Poll (1,000 households), a deliberative event (100-200 participants), a deliberative poll and result in a report that can be used to inform the development of a Yarra Services Policy.	Council continues to be committed to change through an energised, cohesive team of professionals, recognised for our leadership, innovation and service.

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Service Performance Outcome Indicators

Service	Indicator	2014/15 Actual	2015/16 Actual	2016/17 Actual
Governance*	Satisfaction	65.8	68.6	67.0
	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)			

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

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2.3 Reconciliation with budgeted operating result

Strategic Objectives	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
A healthy Yarra	22,511	51,081	28,570
An inclusive Yarra	3,679	3,679	0
A sustainable Yarra	20,217	20,762	545
A liveable Yarra	(1,230)	11,796	13,026
A prosperous Yarra	8,108	9,562	1,455
A connected Yarra	(11,416)	16,736	28,152
A leading Yarra	29,772	34,589	4,817
Total	71,641	148,205	76,565
<i>Expenses added in:</i>			
Depreciation	22,432		
Finance costs	1,964		
Others	4,759		
<i>Deficit before funding sources</i>	100,796		
<u>Funding sources added in:</u>			
Rates revenue	108,750		
Capital grants	1,151		
Other income	1,264		
<i>Total funding sources</i>	111,165		
<i>Operating surplus for the year</i>	10,369		

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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 year 2018/19 has been supplemented with projections to 2021/22 extracted from the Strategic Resource Plan.

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

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

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Yarra City Council - Draft Budget 2018/19

Comprehensive Income Statement

For the four years ending 30 June 2022

		Budget	Budget	Strategic Resource Plan Projections		
	NOTES	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Income						
Rates and charges	4.1.1	105,158	108,937	112,735	116,620	120,544
Statutory fees and fines	4.1.2	28,534	29,570	30,070	30,570	31,070
User fees	4.1.3	27,064	28,041	28,541	29,041	29,541
Grants - Operating	4.1.4	12,023	12,337	12,615	12,898	13,189
Grants - Capital	4.1.4	1,195	1,151	1,201	1,251	1,301
Contributions - monetary	4.1.5	4,300	4,369	4,300	4,300	4,300
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		300	205	205	205	205
Other income	4.1.6	2,847	2,921	2,971	3,021	3,071
Total income		181,421	187,531	192,638	197,907	203,220
Expenses						
Employee costs	4.1.7	80,639	82,260	83,905	85,583	87,295
Materials and services	4.1.8	67,085	68,526	69,285	70,670	72,084
Depreciation and amortisation	4.1.9	20,664	22,432	22,881	23,338	23,838
Bad and doubtful debts	4.1.10	2,010	1,980	1,950	1,920	1,890
Borrowing costs	4.1.10	2,139	1,964	2,035	1,980	1,876
Total expenses		172,537	177,162	180,056	183,492	186,983
Surplus/(deficit) for the year		8,884	10,369	12,582	14,415	16,238
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	-	52,465
Total comprehensive result		59,223	10,369	64,786	14,415	68,703

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Balance Sheet

For the four years ending 30 June 2022

		Budget	Budget	Strategic Resource Plan		
		2017/18	2018/19	Projections		
	NOTES	\$'000	\$'000	2019/20	2020/21	2021/22
				\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		26,247	31,818	34,938	37,875	39,356
Trade and other receivables		15,778	16,366	17,047	17,821	18,690
Inventories		130	130	130	130	130
Non-current assets classified as held for sale		696	696	696	696	696
Total current assets	4.2.1	42,851	49,010	52,811	56,522	58,872
Non-current assets						
Trade and other receivables		255	255	255	255	255
Property, infrastructure, plant & equipment		1,748,914	1,751,982	1,811,772	1,821,226	1,883,653
Total non-current assets	4.2.1	1,749,169	1,752,237	1,812,027	1,821,481	1,883,908
Total assets		1,792,020	1,801,247	1,864,838	1,878,003	1,942,781
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		15,215	15,215	15,215	15,215	15,215
Interest-bearing liabilities	4.2.3	1,142	1,195	1,250	1,308	4,110
Total current liabilities	4.2.2	40,086	40,139	40,194	40,252	43,054
Non-current liabilities						
Provisions		1,416	1,416	1,416	1,416	1,416
Other liabilities		585	585	585	585	585
Interest-bearing liabilities	4.2.3	43,767	42,572	41,322	40,014	33,287
Total non-current liabilities	4.2.2	45,768	44,573	43,323	42,015	35,288
Total liabilities		85,854	84,712	83,517	82,267	78,342
Net assets		1,706,166	1,716,535	1,781,321	1,795,736	1,864,439
Equity						
Accumulated surplus		600,014	610,383	622,965	637,380	653,618
Reserves		1,106,152	1,106,152	1,158,356	1,158,356	1,210,821
Total equity		1,706,166	1,716,535	1,781,321	1,795,736	1,864,439

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Statement of Changes in Equity

For the four years ending 30 June 2022

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2018 Forecast Actual					
Balance at beginning of the financial year		1,646,943	591,130	1,035,678	20,135
Surplus/(deficit) for the year		8,884	8,884	-	-
Net asset revaluation increment/(decrement)		50,339	-	50,339	-
Transfers to other reserves		4,300	-	-	4,300
Transfers from other reserves		(4,300)	-	-	(4,300)
Balance at end of the financial year		1,706,166	600,014	1,086,017	20,135
2019 Budget					
Balance at beginning of the financial year		1,706,166	600,014	1,086,017	20,135
Surplus/(deficit) for the year		10,369	10,369	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	4,369	-	-	4,369
Transfers from other reserves	4.3.1	(4,369)	-	-	(4,369)
Balance at end of the financial year	4.3.2	1,716,535	610,383	1,086,017	20,135
2020					
Balance at beginning of the financial year		1,716,535	610,383	1,086,017	20,135
Surplus/(deficit) for the year		12,582	12,582	-	-
Net asset revaluation increment/(decrement)		52,204	-	52,204	-
Transfers to other reserves		4,300	-	-	4,300
Transfers from other reserves		(4,300)	-	-	(4,300)
Balance at end of the financial year		1,781,321	622,965	1,138,221	20,135
2021					
Balance at beginning of the financial year		1,781,321	622,965	1,138,221	20,135
Surplus/(deficit) for the year		14,415	14,415	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		4,300	-	-	4,300
Transfers from other reserves		(4,300)	-	-	(4,300)
Balance at end of the financial year		1,795,736	637,380	1,138,221	20,135
2022					
Balance at beginning of the financial year		1,795,736	637,380	1,138,221	20,135
Surplus/(deficit) for the year		16,238	16,238	-	-
Net asset revaluation increment/(decrement)		52,465	-	52,465	-
Transfers to other reserves		4,300	-	-	4,300
Transfers from other reserves		(4,300)	-	-	(4,300)
Balance at end of the financial year		1,864,439	653,618	1,190,686	20,135

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Statement of Cash Flows

For the four years ending 30 June 2022

	Notes	Budget	Budget	Strategic Resource Plan Projections		
		2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		104,208	107,847	111,608	115,454	119,338
Statutory fees and fines		27,107	28,092	28,567	29,042	29,517
User fees		26,387	28,041	28,541	29,041	29,541
Grants - operating		12,023	12,337	12,615	12,898	13,189
Grants - capital		1,195	1,151	1,201	1,251	1,301
Contributions - monetary		4,300	4,369	4,300	4,300	4,300
Other receipts		2,847	2,921	2,971	3,021	3,071
Employee costs		(80,142)	(82,260)	(83,905)	(85,583)	(87,295)
Materials and services		(67,085)	(68,526)	(69,285)	(70,670)	(72,084)
Net cash provided by/(used in) operating activities	4.4.1	30,840	33,972	36,612	38,753	40,878
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(33,040)	(25,700)	(30,667)	(32,992)	(34,001)
Proceeds from sale of property, infrastructure, plant and equipment		800	405	405	405	405
Net cash provided by/ (used in) investing activities	4.4.2	(32,240)	(25,295)	(30,262)	(32,587)	(33,596)
Cash flows from financing activities						
Finance costs		(2,139)	(1,964)	(2,035)	(1,980)	(1,876)
Proceeds from borrowings		-	-	-	32,500	-
Repayment of borrowings		(1,091)	(1,142)	(1,195)	(33,750)	(3,925)
Net cash provided by/(used in) financing activities	4.4.3	(3,230)	(3,106)	(3,230)	(3,230)	(5,801)
Net increase/(decrease) in cash & cash equivalents		(4,630)	5,571	3,120	2,936	1,481
Cash and cash equivalents at the beginning of the financial year		30,877	26,247	31,818	34,938	37,875
Cash and cash equivalents at the end of the financial year		26,247	31,818	34,938	37,875	39,356

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Statement of Capital Works

For the four years ending 30 June 2022

	NOTES	Budget	Budget	Strategic Resource Plan Projections		
		2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Property						
Buildings		8,139	5,978	9,847	10,907	12,016
Total buildings		8,139	5,978	9,847	10,907	12,016
Total property		8,139	5,978	9,847	10,907	12,016
Plant and equipment						
Plant, machinery and equipment		5,721	1,195	2,303	2,487	2,392
Fixtures, fittings and furniture		-	720	-	-	-
Computers and telecommunications		2,880	1,935	1,379	1,054	1,059
Library books		590	600	-	-	-
Total plant and equipment		9,191	4,450	3,682	3,541	3,451
Infrastructure						
Roads		10,637	7,142	8,653	8,828	9,023
Bridges		-	100	20	430	-
Footpaths and cycleways		-	1,101	1,104	1,050	1,068
Drainage		-	1,270	-	-	-
Recreational, leisure and community facilities		-	104	1,367	1,474	2,360
Waste management		-	70	85	75	75
Parks, open space and streetscapes		4,665	3,548	3,520	5,366	4,604
Other infrastructure		-	1,937	2,389	1,321	1,404
Total infrastructure		15,302	15,272	17,138	18,544	18,534
Total capital works expenditure	4.5.1	32,632	25,700	30,667	32,992	34,001
Represented by:						
New asset expenditure		-	230	1,340	3,550	1,725
Asset renewal expenditure		32,632	23,453	24,523	24,862	24,081
Asset upgrade expenditure		-	2,017	4,804	4,580	8,195
Total capital works expenditure	4.5.1	32,632	25,700	30,667	32,992	34,001
Funding sources represented by:						
Grants		-	1,040	1,445	1,560	1,173
Contributions		-	4,000	-	-	-
Council cash		32,632	20,660	29,222	31,432	32,828
Borrowings		-	-	-	-	-
Total capital works expenditure	4.5.1	32,632	25,700	30,667	32,992	34,001

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Statement of Human Resources

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan Projections		
			2019/20	2020/21	2021/22
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	79,797	81,098	82,720	84,374	86,062
Employee costs - capital	1,111	1,162	1,185	1,209	1,233
Total staff expenditure	80,908	82,260	83,905	85,583	87,295
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	839.0	839.0	839.0	839.0	839.0
Total staff numbers	839.0	839.0	839.0	839.0	839.0

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

Department	Budget	Comprises			
		Permanent	Casual		Temporary
	2018/19	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
CEO Division	5,782	3,991	1,275	127	389
Corporate, Business and Financial Services	14,390	9,983	1,956	1,180	1,271
Community Wellbeing	35,642	18,906	12,150	3,605	981
Planning and Placemaking	10,521	8,843	988	36	654
City Works and Assets	14,763	13,097	559	-	1,107
Total permanent staff expenditure	81,098	54,820	16,928	4,948	4,402
Capitalised labour costs	1,162				
Total expenditure	82,260				

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

Department	Budget	Comprises			
		Permanent	Casual		Temporary
	2018/19	Full Time	Part time		
CEO Division	46.58	28.84	12.25	1.29	4.20
Corporate, Business and Financial Services	167.13	117.63	22.20	14.13	13.17
Community Wellbeing	391.06	187.59	149.48	41.65	12.34
Planning and Placemaking	91.38	75.00	9.54	0.20	6.64
City Works and Assets	131.28	113.00	5.44	-	12.84
Total staff expenditure	827.43	522.06	198.91	57.27	49.19
Capitalised labour costs	11.60				
Total staff	839.03				

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4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. *Council needs to assess which components are material, considering the dollar amounts and nature of these components.*

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2018/19 the FGRS cap has been set at 2.25%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.25% in line with the rate cap.

This will raise total rates and charges for 2018/19 to \$108.9m.

The additional Council Pensioner Rate Rebate will be \$182.50.

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

	Budget 2017/18	Budget 2018/19	Change	
	\$'000	\$'000	\$'000	%
General rates*	104,058	107,422	3,333	3.20%
Special rates and charges	183	187	4	2.1%
Supplementary rates and rate adjustments	1,100	1,200	100	9.1%
Other rates and offsets	(183)	128	311	170%
Total rates and charges	105,158	108,937	3,779	3.59%

*Subject to the rate cap established under the FGRS. Refer to section 4.1.1(l) for the reconciliation of compliance with the rate cap.

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

Type or class of land	2017/18	2018/19	Change
	cents/\$NAV	cents/\$NAV*	
General rate for rateable residential properties	0.04091118	0.03530816	(13.70%)
General rate for rateable commercial properties	0.04091118	0.03530816	(13.70%)
General rate for rateable industrial properties	0.04091118	0.03530816	(13.70%)

*subject to final valuations sign-off by the Valuer-General.

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

Type or class of land	2017/18	2018/19	Change	
	\$'000	\$'000	\$'000	%
Residential	75,277	80,508	5,231	7.0%
Commercial	22,206	20,395	(1,811)	(8.0%)
Industrial	6,574	6,519	(55)	(1.0%)
Total amount to be raised by general rates	104,058	107,422	3,365	3.0%

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

Type or class of land	2017/18	2018/19	Change	
	Number	Number	\$'000	%
Residential	45,528	45,924	396	0.8%
Commercial	6,377	6,183	(194)	(3.0%)
Industrial	1,456	1,468	12	0.8%
Total number of assessments	53,361	53,575	214	0.4%

4.1.1(e) The basis of valuation to be used is the Net Annual Value (NAV).

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

Type or class of land	2017/18	2018/19	Change	
	\$'000	\$'000	\$'000	%
Residential	1,858,856	2,280,149	421,293	22.66%
Commercial	522,007	577,629	55,622	10.65%
Industrial	162,638	184,637	21,999	13.52%
Total value of land	2,543,501	3,042,415	498,914	19.61%

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2017/18	2018/19	\$	%
	\$	\$		
Municipal	0	0	0	0.0%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2017/18	2018/19	Change	
	\$	\$	\$	%
Municipal	0	0	0	0.0%

4.1.1(i) 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	Per Rateable Property	Change	
	2017/18	2018/19	\$	%
	\$	\$		
Non-rateable garbage charge	365.00	373.20	8.2	2.25%
Bridge Rd Charge 100	137.00	140.00	3.0	2.25%
Bridge Rd Charge 150	211.00	216.00	5.0	2.25%

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Bridge Rd Charge 200	350.00	358.00	8.0	2.25%
4.1.1(j) 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	2017/18	2018/19	Change	
	\$	\$	\$	%
Non-rateable garbage charge	59,495	53,000	(6,495)	(11.0%)
Bridge Rd Charge 100	9,179	10,364	1,185	(12.9%)
Bridge Rd Charge 150	12,449	12,729	280	2.25%
Bridge Rd Charge 200	160,300	163,907	3,607	2.25%
Total	241,423	240,000	1,423	(0.6%)

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

	2017/18	2018/19	Change	
	\$'000	\$'000	\$'000	%
<i>Rates & charges</i>	104,158	108,937	4,779	4.5%
Total Rates and charges	104,158	108,937	4,779	4.5%

4.1.1(l) Fair Go Rates System Compliance

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

	Budget 2017/18	Budget 2018/19
	\$'000	\$'000
Total Rates	\$104,058	\$107,422
Number of rateable properties	53,361	53,575
Base Average Rate	\$1,911.83	\$1,960.96
Maximum Rate Increase (set by the State Government)	2.00%	2.25%
Capped Average Rate	\$1,950.07	\$2,005.08
Maximum General Rates and Municipal Charges Revenue	\$104,058	\$107,422
Budgeted General Rates and Municipal Charges Revenue	\$104,058	\$107,422

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

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

- The making of supplementary valuations (2018/19: estimated \$1.2m and 2017/18: \$1.1m)
- 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.

4.1.1(n) Differential rates

The City of Yarra does not have differential rates.

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4.1.2 Statutory fees and fines

	Budget 2017/18	Budget 2018/19	Change	
	\$'000	\$'000	\$'000	%
Infringements and costs	24,492	25,335	843	3.44%
Court recoveries	2,322	2,500	178	7.67%
Permits	1,720	1,735	15	0.87%
Total statutory fees and fines	28,534	29,570	1,036	3.63%

4.1.3 User fees

	Budget 2017/18	Budget 2018/19	Change	
	\$'000	\$'000	\$'000	%
Aged and health services	468	475	7	1.50%
Leisure centre and recreation	10,256	10,487	231	2.25%
Child care/children's programs	3,212	3,204	-8	-0.25%
Registration and other permits	2,280	2,471	191	8.38%
Building Services and Construction Management	5,823	5,873	50	0.86%
Statutory Planning	2,026	2,340	314	15.50%
Other fees and charges	2,999	3,191	192	6.40%
Total user fees	27,064	28,041	977	3.61%

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4.1.4 Grants

	Budget	Budget	Change	
	2017/18 \$'000	2018/19 \$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	5,740	5,846	106	1.85%
State funded grants	7,478	7,642	164	2.19%
Total grants received	13,218	13,488	270	2.04%
(a) Operating Grants				
<i>Recurrent - Commonwealth Government</i>				
Victorian Grants Commission	2,189	2,238	49	2.24%
Family day care	642	540	-102	-15.89%
General home care	1,875	1,917	42	2.24%
<i>Recurrent - State Government</i>				
Primary care partnerships	5,449	5,586	137	2.51%
Aged care	448	507	59	13.17%
School crossing supervisors	218	310	92	42.20%
Libraries	576	611	35	6.08%
Maternal and child health	536	536	-	0.00%
Health Protection	90	92	2	2.22%
Total recurrent grants	12,023	12,337	314	2.61%
Total operating grants	12,023	12,337	314	2.61%
(b) Capital Grants				
<i>Recurrent - Commonwealth Government</i>				
Victorian Grants Commission	414	440	26	6.28%
Roads to recovery	620	200	-420	-67.74%
<i>Recurrent - State Government</i>				
Total recurrent grants	1,034	640	-394	-38.10%
<i>Non-recurrent - State Government</i>				
Roads Program	-	400	400	100.00%
Other	161	111	-50	-31.06%
Total non-recurrent grants	161	511	350	217.39%
Total capital grants	1,195	1,151	-44	-3.68%
Total Grants	13,218	13,488	270	2.04%

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4.1.5 Contributions

	Budget 2017/18	Budget 2018/19	Change	
	\$'000	\$'000	\$'000	%
Monetary	4,300	4,369	69	1.60%
Non-monetary	-	-	-	-
Total contributions	4,300	4,369	69	1.60%

4.1.6 Other income

	Budget 2017/18	Budget 2018/19	Change	
	\$'000	\$'000	\$'000	%
Interest	480	600	120	25.00%
Reimbursements	1,640	1,360	-280	-17.07%
Other	727	961	234	32.19%
Total other income	2,847	2,921	74	2.60%

4.1.7 Employee costs

	Budget 2017/18	Budget 2018/19	Change	
	\$'000	\$'000	\$'000	%
Wages and salaries	69,260	70,961	1,701	2.46%
WorkCover	950	714	-236	-24.84%
Superannuation	6,646	6,846	200	3.01%
Other	3,783	3,739	-44	-1.16%
Total employee costs	80,639	82,260	1,621	2.01%

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4.1.8 Materials and services

	Budget 2017/18	Budget 2018/19	Change	
	\$'000	\$'000	\$'000	%
Contract payments	21,540	21,617	77	0.36%
Building maintenance	5,880	6,093	213	3.62%
General maintenance	1,946	1,946	-	0.00%
Utilities	3,570	4,238	668	18.71%
Office administration	3,569	3,524	-45	-1.26%
Information technology	2,544	3,029	485	19.06%
Insurance	2,275	2,184	-91	-4.00%
Consultants	2,624	2,458	-166	-6.33%
Other materials and services	23,137	23,437	300	1.30%
Total materials and services	67,085	68,526	1,441	2.15%

4.1.9 Depreciation and amortisation

	Budget 2017/18	Budget 2018/19	Change	
	\$'000	\$'000	\$'000	%
Property	2,500	2,884	384	15.36%
Plant & equipment	5,430	5,811	381	7.02%
Infrastructure	12,734	13,737	1,003	7.88%
Total depreciation and amortisation	20,664	22,432	1,768	8.56%

4.1.10 Other expenses

	Budget 2017/18	Budget 2018/19	Change	
	\$'000	\$'000	\$'000	%
Bad and Doubtful Debts	2,010	1,980	-30	-1.49%
Borrowing Costs	2,139	1,964	-175	-8.18%
Auditors Remuneration*	299	221	-78	-26.09%
Councillor Allowances*	294	304	10	3.40%
Total other expenses	4,742	4,469	-273	-5.76%

*These figures are included in the materials and services category in the income statement.

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4.2 Balance Sheet

4.2.1 Assets

Council's cash and cash equivalents will increase from \$26.2m to \$39.35m over the four years of the Strategic Resource Plan (SRP), in order to achieve the 1.4 liquidity ratio adopted with the 2017/18 Budget.

Council's trade and other receivables are anticipated to increase from \$16.3m to \$18.7m over the same period.

Non-current assets of property, infrastructure, plant & equipment is expected to increase from \$1,752m to \$1,883m over the four years of the SRP.

4.2.2 Liabilities

Council's current liabilities are expected to remain fairly static over the four years of the SRP, increasing from \$40.1m to \$43m.

Council's non-current liabilities are expected to decrease as Council continues to reduce its loan borrowings over the longer term.

4.2.3 Borrowings

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

	2017/18 \$'000	2018/19 \$
Amount borrowed as at 30 June 2017	46,000	44,909
Amount proposed to be borrowed	0	0
Amount projected to be redeemed	1,091	1,142
Amount of borrowings as at 30 June	44,909	43,767

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4.3 Statement of changes in Equity

4.3.1 Reserves

Within the equity section of the balance sheet, Council has Asset Revaluation Reserves, Statutory Reserves, and General Reserves.

The asset revaluation reserve reflects movements in the value of Council's property and infrastructure assets. It is a non-cash reserve, backed by the value of Council's non-current property and infrastructure assets.

The statutory reserves comprise funds received from external parties for specific purposes such as parking and open space. There is a small amount of funds in these reserves and they are restricted funds and cash backed.

The general reserve holds the transfer of the acquittal of open space funds up to 2015/16. This reserve is not cash backed, nor does it need to be, as it was an accounting entry made at year end to reflect the acquittal of the statutory funds received to that date.

4.3.2 Equity

Council's equity will increase from \$1,716m to \$1,864m over the four years of the SRP.

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4.4 Statement of Cash Flows

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

Council's net cash provided by operating activities, will increase from \$33.9m to \$40.8m over the four years of the SRP.

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

Net cash outflows for investing activities is expected to increase from \$25.2m to \$33.5m over the four years of the SRP. The majority of this outflow is for the Capital Works program each year.

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

Net cash used in financing activities is anticipated to increase from \$3.1m to \$5.8m over the four years of the SRP as Council continues to have a focus on reducing debt.

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4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2018/19 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Budget 2017/18	Budget 2018/19	Change	%
	\$'000	\$'000	\$'000	
Property	6,824	5,978	(846)	(12.39%)
Plant and equipment	4,644	4,450	194	(4.17%)
Infrastructure	18,572	15,272	(3,300)	(17.76%)
Total	30,040	25,700	(4,340)	(14.45%)

	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	5,978	30	5,468	480	-	-	445	5,533	-
Plant and equipment	4,450	-	8,372	550	-	-	-	4,450	-
Infrastructure	15,272	200	9,613	987	-	1,040	2,206	12,026	-
Total	25,700	230	23,453	2,017	-	1,040	2,651	22,009	-

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4.5.2 Current Budget

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Buildings									
All buildings - General Regulation Compliance	30		30	-				30	
Edinburgh Gardens Juniors Pavilion	50		50	-			25	25	
Fitzroy Swimming Pool - Gym and Spa	46		46	-				46	
Richmond Preschool (Chas Farquhar Complex)	35		35	-				35	
Richmond Recreation Centre	155		155	-				155	
Yarraberg Child Care Centre	40		40	-				40	
Carlton Library	25		25	-				25	
Collingwood Library	140		140	-				140	
Fairfield Park - Boathouse garage	65		65	-				65	
Fitzroy Swimming Pool - Gym and Spa	35		35	-				35	
Richmond Preschool (Chas Farquhar Complex)	10		10	-				10	
Victoria Park - Bob Rose pavilion / Social Club	200		200	-				200	
Collingwood Leisure Centre	15		15	-				15	
Coulson Reserve Pavilion	30		30	-				30	
Ray Coverdale Pavilion - Knott Reserve	90		90	-				90	
Victoria Park - Sherrin Stand	30		30	-				30	
Yarra Community Youth Centre	50		50	-				50	
Yarralea Kindergarten	30		30	-				30	

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Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Collingwood Leisure Centre	250		250	-				250	
Fitzroy Swimming Pool - Gym and Spa	145		145	-				145	
John Street Community Early Childhood Co-operative (E M Dauber building)	35		35	-				35	
Richmond Recreation Centre	100		100	-				100	
Richmond Town Hall	120		120	-				120	
Carlton Library	50		50	-				50	
Dancehouse	40		40	-				40	
Edinburgh Gardens - Fitzroy Community Rooms	150		150	-				150	
Fitzroy Swimming Pool - Gym and Spa	40		40	-				40	
North Carlton Railway Station Neighbourhood House	150		150	-				150	
Richmond Preschool (Chas Farquhar Complex)	40		40	-				40	
Victoria Park - Sherrin Stand	20		20	-			20		
Burnley Golf Course Administration, Residence and Shop	29		29	-				29	
Collingwood Leisure Centre	75		75	-				75	
Connie Benn Centre	28		28	-				28	
Fitzroy Swimming Pool - Gym and Spa	10		10	-				10	
Richmond Preschool (Chas Farquhar Complex)	5		5	-				5	
Richmond Recreation Centre	40		40	-				40	
Air Raid / Jack Dyer Pavilion - Citizens Park	50		50	-			50		
All buildings - General Regulation Compliance	50		50	-				50	
Buildings - Condition Audits	25		25	-				25	
Buildings - Minor urgent works (various Buildings)	500		500	-				500	

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Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings - Preliminary Investigations	300		300	-				300	
Buildings - Signage replacement program	25		25	-				25	
Burnley Park ex-parks Admin Building (vacant)	40		40	-				40	
Canoe Club & Residence - Fairfield Park	80		0	80				80	
Collingwood Leisure Centre	335		335	0				335	
Darling Gardens Public Toilet & Tool store	150		150	0			150	0	
Fairfield Park Public Toilets	200		200	0			200	0	
Fitzroy Swimming Pool - Gym and Spa	70		70	0				70	
Malcolm Graham Pavilion - Kevin Bartlett Reserve	300		0	300				300	
Quarries Park - Yambla St Pavilion & Public Toilets	50		0	50				50	
Richmond Preschool (Chas Farquhar Complex)	25		25	0				25	
Richmond Recreation Centre	750		750	0				750	
Richmond Town Hall	420		420	0				420	
Tennis Club - Edinburgh Gardens	50		0	50				50	
Victoria Park - Ryder Stand	125		125	0				125	
Depot Relocation	30	30						30	
TOTAL PROPERTY	5,978	30	5,468	480	0	-	445	5,533	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Passenger Cars	795		795					795	
Trucks	325		325					325	
Mechanical Equipment - Roads	40		40					40	
Miscellaneous	20		20					20	
Cycles	15		15					15	

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Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fixtures, Fittings and Furniture									
<i>Whitegoods and Appliances</i>	25		25					25	
<i>Street Signs</i>	25		25					25	
<i>Furniture (Seats, bollards.etc)</i>	30		30					30	
<i>Ticket / Parking machines</i>	540		540					540	
<i>Furniture (Chairs, desks.etc)</i>	100		100					100	
Computers and Telecommunications								0	
PC replacement Program	561		561					561	
Mobile devices	102		102					102	
Unified communications	150		150					150	
Network Infrastructure	300		300					300	
Mobile Computing Project	42		42					42	
Enterprise record management system	200		200					200	
Property & Rating system	200		200					200	
Asset Management System	300		300					300	
Other Software	80		80					80	
Library books								0	
Library Resources	600		600					600	
TOTAL PLANT AND EQUIPMENT	4,450	0	4,450	0	0	0	0	4,450	0

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Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Bedford St (Otter St to end of Street)	40		40					40	
Berry St (John St to Spensley St)	100		100					100	
Cecil St (Napier St to George St)	55		55					55	
Drummond St (Richardson St to Pigdon St)	140		140					140	
Freeman St (Brunswick St to Napier St)	50		50					50	
Glasshouse Rd (Wellington St to Rokeby St)	40		40					40	
Grant St (Spensley St to Heidelberg Rd)	40		40					40	
Marine Pde (Hunter St to Paterson St)	90		90					90	
Marine Pde (Nicholson St to Hunter St)	30		30					30	
Maugie St (Lulie St to Trenerry Cres)	25		25					25	
Miller St (Richmond Tce to Rowena Pde)	160		160					160	
Princess St (Abinger St to the end of the Street)	30		30					30	
Rose St (George St to Gore St)	74		74					74	
Rose St (Napier St to George St)	62		62					62	
Rowena Pde (Lennox St to the Vaucluse)	120		120					120	
The Vaucluse (Church St to Rowena Pde)	70		70			70		0	
Trenerry Cres (Abbott St to Bath St)	15		15					15	
Victoria Cres (Gipps St to Albert St)	50		50					50	
Disability Discrimination Act projects (Yarra to Yarra)	50		50					50	
Designs for future works (Yarra to Yarra)	80		80					80	
Adelaide St (Church St to Chestnut St)	70		70					70	

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Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Alfred St (Rae St to end of Street)	40		40					40	
Bedford St (Otter St to end of Street)	30		30					30	
Berry St (John St to Spensley St)	105		105					105	
Bosisto St (Bridge Rd to Cameron St)	70		70					70	
Bosisto St (Cameron St to Highett St)	140		140					140	
Campbell St (Vere St to Gipps St)	160		160					160	
Church St (Victoria St to Murray St)	70		70					70	
Curtain St (Rathdowne St to Canning St)	87		87					87	
Dover St (Fitzgibbon St to Stephenson St)	40		40					40	
Drummond St (Fenwick St to Macpherson St)	120		120					120	
Earl St (Sutton St to end of Street)	30		30					30	
Exhibition St (Young St to Napier St)	35		35					35	
Falconer St (Michael St to Rushall Cres)	85		85					85	
Fenwick St (Drummond St to Lygon St)	75		75					75	
Fenwick St (Rathdowne St to Drummond St)	75		75					75	
Gipps St (Clifton St to Lennox St)	140		140					140	
Hodgkinson St (Gold St to Turnbull St)	150		150					150	
Lee St (Canning St to Rathdowne St)	90		90					90	
Lee St (Station St to Canning St)	50		50					50	
Margaret St (Stewart St to Tanner St)	45		45					45	
Mary St (Madden Gr to Barkly Ave)	140		140					140	
Miller St (Richmond Tce to Rowena Pde)	90		90					90	
Newry St (Drummond St to Lygon St)	80		80					80	
Princess St (Abinger St to end of Street)	30		30					30	
Rathdowne St (Curtain St to Newry St)	90		90			90		0	

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Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rathdowne St (Fenwick St to Curtain St)	110		110			110		0	
Rathdowne St (Lee St to Davis St)	90		90			90		0	
Rathdowne St (Macpherson St to Fenwick St)	120		120			120		0	
Rathdowne St (Newry St to O'Grady St)	90		90			20		70	
Rathdowne St (O'Grady St to Lee St)	90		90					90	
Reid St (Nicholson St to Rae St)	45		45					45	
Rokeby St (Langridge St to Victoria Pde)	110		110					110	
Rose St (George St to Gore St)	42		42					42	
Rose St (Gore St to Smith St)	36		36					36	
Rose St (Napier St to George St)	36		36					36	
Rowena Pde (Lennox St to the Vaucluse)	110		110					110	
Shakespeare Pl (Swan St to end of Street)	35		35					35	
Stanley St (Swan St to Gipps St)	100		100					100	
Sutton St (Curtain St to Fenwick St)	40		40					40	
Sydney St (Perry St to Johnston St)	60		60					60	
The Vaucluse (Church St to Rowena Pde)	140		140			140		0	
Vere St (Dight St to Harmsworth St)	90		90					90	
Vere St (Park St to Nicholson St)	75		75					75	
Vere St (Wellington St to Dight St)	90		90					90	
Wellington St (Hodgkinson St to Queens Pde)	120		120					120	
Woodlawn St (Richmond Tce to Tanner St)	60		60					60	
Wright St (Fenwick St to Dwyer St)	155		155					155	
Pavement bicycle lanes (Yarra to Yarra)	30		30					30	

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Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Risk mitigation works (Yarra to Yarra)	200		200					200	
Condition audits (Yarra to Yarra)	125		125					125	
Miscellaneous development works (Yarra to Yarra)	200		200					200	
Bendigo St (Swan St to Khartoum St)	180		180					180	
Gipps St (Hoddle St to Park St)	35		35					35	
Gipps St (Park St to Nicholson St)	20		20					20	
St Georges Rd (Brunswick St to Church St)	50		50					50	
Westgarth St (Napier St to George St)	25		25					25	
Westgarth St (Young St to Napier St)	45		45					45	
Lanes								0	
Right of Way 1167	90		90					90	
Right of Way 122.7	45		45					45	
Right of Way 122.8	35		35					35	
Right of Way 1788	30		30					30	
Right of Way 2184.1	90		90					90	
Right of Way 2366	40		40					40	
Right of Way 318	50		50					50	
Right of Way 34.1	20		20					20	
Right of Way 366.2	20		20					20	
Right of Way 6.2	150		150					150	
Right of Way 650	40		40					40	
Right of Way 699	20		20					20	
Right of Way 1734	90		90					90	
Right of Way 1886	40		40					40	
Right of Way 1888	40		40					40	
Right of Way 2181	60		60					60	
Right of Way 339	50		50					50	

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Right of Way 91.2	20	20	20
Bridges			0
<i>Gipps Street (Collins Bridge)</i>	100	100	100
Footpaths and Cycleways			0
Berry St (John St to Spensley St)	95	95	95
Campbell St (Vere St to Gipps St)	40	40	40
Cecil St (Napier St to George St)	30	30	30
Clarke St (Yarra St to Johnston St)	60	60	60
Curtain St (Drummond St to Rathdowne St)	20	20	20
Curtain St (Lygon St to Drummond St)	20	20	20
Curtain St (Rathdowne St to Canning St)	46	46	46
Grant St (Spensley St to Heidelberg Rd)	40	40	40
Kneen St (Falconer St to Rushall Cres)	100	100	100
Marine Pde (Hunter St to Paterson St)	50	50	50
Marine Pde (Nicholson St to Hunter St)	50	50	50
Mary St (Madden Gr to Barkly Ave)	80	80	80
Miller St (Richmond Tce to Rowena Pde)	80	80	80
Rose St (George St to Gore St)	41	41	41
Rose St (Napier St to George St)	12	12	12
Rowena Pde (Lennox St to the Vacluse)	82	82	82
Trenerry Cres (Abbott St to Bath St)	15	15	15
Vere St (Park St to Nicholson St)	100	100	100
York St (Lennox St to New St)	40	40	40
Disability Discrimination Act projects (Yarra to Yarra)	100	100	100
Drainage			0
Bedford St (Otter St to end of street)	105	105	105
Berry St (John St to Spensley St)	45	45	45
Docker St (Swan St to Gipps St)	60	60	60
Gardner St (Kent St to Bennett St)	90	90	90
Gipps St (Park St to Nicholson St)	120	120	120

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Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Highett PI (Greeves St to end of street)	35		35					35	
Rose St (Brunswick St to Young St)	40		40					40	
Rose St (Gore St to Smith St)	90		90					90	
Spensley St (John St to Berry St)	170		170					170	
The Vaucluse (Church St to Rowena Pde)	10		10					10	
Designs for future works (Yarra to Yarra)	105		105					105	
Drainage other works (Yarra to Yarra)	200		200					200	
Risk mitigation works (Yarra to Yarra)	200		200					200	
Recreational, Leisure & Community Facilities								0	
Leisure Centre Equipment	104		104					104	
Waste Management								0	
<i>Street Bins</i>	70		70					70	
Parks, Open Space and Streetscapes									
Alphington Park Parks - Playground	5		5				5		
Annette's Place (River St Reserve) Parks - Playground	15		15				15		
Condell Street Reserve Parks - Playground	15		15				15		
Edinburgh Gardens Parks - Playground	36		36				36		
Gahans Reserve Parks - Playground	15		15				15		

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Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Merri Ck Parklands Quarries Park Parks - Playground	48		48					48	
Minor Works Assets Parks - Playground	15		15					15	
Open Space Children Services Parks - Playground	30		30					30	
Gahans Reserve Parks - Sports	39		39				39	0	
K Bartlett Res, Bastow Soccer 2 Parks - Sports	125		125				125	0	
K Bartlett Res, Fletcher Soccer 2 Parks - Sports	51		51				51	0	
K Bartlett Res, Loughnan Oval Parks - Sports	176		176				176	0	
Minor Works Assets Parks - Sports	35		35					35	
Burnley Park Parks - Irrigation	40		40				20	20	
Coate Park Parks - Irrigation	34		34				34	0	
Collingwood Town Hall Park (St Phillips Res) Parks - Irrigation	25		25				10	15	
Curtain Square Parks - Irrigation	30		30				30	0	
Dame Nellie Melba Memorial Reserve Parks - Irrigation	20		20				20	0	
Minor Works Assets Parks - Irrigation	124		124				0	124	
W T Peterson Community Oval Parks – Irrigation	48		48					48	
Athol J Brown Reserve Parks - Walls & Fences	17		17					17	
Burnley Park Parks - Walls & Fences	110		110				110	0	
Dights Falls Reserve Parks - Walls & Fences	13		13					13	
Fairfield Park Parks - Walls & Fences	36		36					36	

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Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Minor Works Assets Parks - Walls & Fences	20		20					20	
Annettes Place (River St Reserve) Parks - Pathways	46		46					46	
Barkley Gardens Parks – Pathways	289		289				289	0	
Burnley Golf Course Shared Trail (Survey Paddock) Parks - Pathways	52		52				26	26	
Collingwood Town Hall Park (St Phillips Res) Parks - Pathways	49		49				24	25	
Condell Street Reserve Parks – Pathways	50		50				50	0	
Darling Gardens Parks – Pathways	431		431				431	0	
Dights Falls Reserve Parks - Pathways	12		12					12	
Edinburgh Gardens Parks - Pathways	158		158				158	0	
Main Yarra Trail (sections) Parks - Pathways	95		95					95	
Merri Ck Parklands - Hall Reserve Parks - Pathways	102		102				102	0	
Minor Works Assets Parks - Pathways	102		102					102	
Open Spaces Condition Audits Parks - Pathways	25		25					25	
Peel St Park Parks - Pathways	35		35				35	0	
Athol J Brown Reserve Parks – Horticulture	2		2					2	
Collingwood Town Hall Park (St Phillips Res) Parks - Horticulture	16		16					16	
Curtain Square Parks – Horticulture	15		15					15	

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Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Fairfield Park Parks - Horticulture	46		46					46	
Merri Ck Linear Reserve (sections) Parks - Horticulture	115		115				115	0	
Merri Ck Parklands - Bundara St Reserve Parks - Horticulture	27		27					27	
Minor Works Assets Parks – Horticulture	35		35					35	
Peel St Park Parks - Horticulture	3		3				3	0	
Annette's Place (River St Reserve) Parks - Turf	5		5				5	0	
Collingwood Town Hall Park (St Phillips Res) Parks - Turf	33		33				15	18	
K Bartlett Res, Loughnan Oval Parks - Turf	285		285				140	145	
Minor Works Assets Parks - Turf	30		30					30	
Fairfield Park Parks - Arboriculture	24		24				24	0	
Annette's Place (River St Reserve) Parks - Park Furniture	5		5					5	
Athol J Brown Reserve Parks - Park Furniture	19		19					19	
Darling Gardens Parks - Park Furniture	51		51				51	0	
Fairfield Park Parks - Park Furniture	12		12					12	
Minor Works Assets Parks - Park Furniture	81		81					81	
Open Spaces Signage Renewal Program Parks - Park Furniture	140		140					140	
Yarra Boulevard Parks - Park Furniture	37		37				37	0	

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Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Other Infrastructure									0
<i>Spot Safety Transport</i>	100			100					100
<i>Pedestrian Provisions Transport</i>	110			110					110
<i>Safety around Schools Transport</i>	30			30					30
<i>LATM 1 Transport</i>	413			413		200			213
<i>LATM 2 Transport</i>	20			20		0			20
<i>LATM 9 Transport</i>	314			314		200			114
<i>Wellington Street Copenhagen Bicycle Lanes Stage 2 (Gipps Street to Johnston Street)</i>	200	200	0						200
<i>Activity Centres Design Program</i>	160	0		160					160
<i>Bridge Road activity centre</i>	240	0		240					240
<i>Victoria street activity centre</i>	150	0		150					150
<i>Victoria street activity centre</i>	200		200	0					200
TOTAL INFRASTRUCTURE	15,272	200	13,535	1,537	0	1,040	2,206	12,026	0
TOTAL CAPITAL WORKS	25,700	230	23,453	2,017	0	1,040	2,651	22,009	0

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4.5.3 Works carried forward from the 2017/18 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
<i>Fitzroy Town Hall - roof works</i>	150	-	150	-	-	-	-	-	-
TOTAL PROPERTY	150	-	150	-	-	-	-	-	-
PLANT AND EQUIPMENT									
Computers and Telecommunications									
<i>IS - Property and Rating</i>	379	-	379	-	-	-	-	-	-
TOTAL PLANT AND EQUIPMENT	379	-	379	-	-	-	-	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
Parks, Open Space and Streetscapes									
<i>Edinburgh Gardens - Playground carry over</i>	285	-	285	-	-	-	-	-	-
Other Infrastructure									
<i>Wellington street Copenhagen Bicycle Lanes</i>	495	-	-	495	-	-	-	-	-
TOTAL INFRASTRUCTURE	780	-	285	495	-	-	-	-	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2017/18	1,309	-	814	495	-	-	-	-	-

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5. Financial performance indicators

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

Indicator	Measure	Notes	Actual	Budget	Budget	Strategic Resource Plan Projections			Trend
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	6.3%	1.9%	2.7%	3.8%	4.6%	5.4%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	150.6%	106.9%	122.1%	131.4%	140.4%	136.7%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	63.6%	50.0%	62.4%	70.1%	77.3%	75.7%	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	45.4%	42.7%	40.6%	38.1%	35.8%	31.3%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.5%	3.1%	2.9%	2.9%	2.8%	4.9%	+
Indebtedness	Non-current liabilities / own source revenue		29.4%	28.3%	25.6%	24.2%	22.8%	18.7%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	98.8%	125.0%	104.6%	107.2%	106.5%	101.0%	+
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	58.2%	59.4%	59.9%	60.2%	60.6%	61.0%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.2%	4.3%	4.4%	4.6%	4.7%	o
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$3,088.70	\$3,399.88	\$3,515.50	\$3,611.23	\$3,710.01	\$3,809.62	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,617.29	\$1,653.42	\$1,753.07	\$1,774.77	\$1,796.73	\$1,818.97	+

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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**
Council's adjusted underlying result is expected to improve and trend favourably over the period of the Strategic Resource Plan (SRP).
- 2. Working Capital**
Liquidity is forecast to improve into the future with positive trend levels, and in accordance with the 2017/18 adopted budget resolution.
- 3. Unrestricted Cash**
Unrestricted cash levels will also improve during the period of the Plan.
- 4. Debt compared to rates**
Debt is expected to reduce over the period of the SRP with loan principal repayments being made and increasing rate revenue.
- 5. Asset renewal**
Forecast asset renewal expenditure is expected to meet the requirements of Council's assets.
- 6. Rates concentration**
Council's rates concentration is expected to remain consistent over the period of the SRP.

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City of Yarra 2018/19 Draft Budget Proposed Fees and Charges				
The proposed fees in this schedule are the fees without GST. GST will be added if the fee is taxable.				
Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
PROPERTY & RATING FEES				
Land information certificates	Y	GST Free	\$25.90	\$25.90
Land information certificates - 24 hour turnaround (online application only)	N	GST Free	\$67.00	\$68.50
Garbage Charge - Properties exempt from Rates	N	GST Free	\$365.00	\$373.20
Valuation Certificate	N	Taxable	\$20.50	\$25.00
Retrospective Valuation Certificate	N	Taxable	\$94.00	\$100.00
Payment Arrangement fee (Rates – Referred for Legal Action)	N	Taxable	\$5.60 per month	\$5.75 per month
Existing fees charged during 2017/18 but not previously listed on fees & charges list:				
Rate Notice reproduction	N	GST Free	\$25.00	25.00
Debt Recovery Field Call	N	GST Free	\$60.00	60.00
Debt Recovery Administration	N	GST Free	\$45.00	45.00
Debt Recovery Administration Summons Trace successful	N	GST Free	\$150.00	150.00
Debt Recovery Administration Summons Trace unsuccessful	N	GST Free	\$100.00	100.00
Debt Recovery Title Search	N	GST Free	\$25.00	25.00
GOVERNANCE SUPPORT				
Freedom of information requests	Y	GST Free	\$28.40	Adoption of statutory fee
LIBRARIES				
Overdue Items	N	GST Free	\$0.20 per day	\$0.20 per day
Damaged Books	N	Taxable	Cost + \$11.50	Cost + \$11.80
Damaged Magazines	N	Taxable	Cost + \$3.50	Cost + \$3.60
Lost Item	N	Taxable	Cost + \$11.50	Cost + \$11.80
Lost Card	N	Taxable	\$3.80	\$3.90
Inter Library Loans	N	Taxable	\$17.70	\$18.00
Reservations	N	GST Free	No Charge	No Charge
Word Processing	N	Taxable	No Charge	No Charge
Internet Access	N	Taxable	No Charge	No Charge
Printing from Computers	N	Taxable	\$0.20 per page	\$0.20 per page
Library Bags	N	Taxable	\$2.70	\$2.80
Photocopies				
Photocopies A4	N	Taxable	\$0.20	\$0.20
Photocopies A3	N	Taxable	\$0.40	\$0.40
Photocopies A4 (colour)	N	Taxable	\$1.00	\$1.00
Photocopies A3 (colour)	N	Taxable	\$2.00	\$2.00

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Book Sales				
Hardbacks	N	Taxable	\$2.50	\$2.60
Paperbacks	N	Taxable	\$1.50	\$1.60
Magazines	N	Taxable	\$0.50	\$0.60
Finance				
Credit Card Surcharge (moved from start of sheet to Finance section)	N	Taxable	0.5% to payments made via Credit Card	0.5% to payments made via Credit Card
Dishonoured Cheque Administration Fee	N	Taxable	\$34.10	\$34.85
Dishonoured Direct Debt Administration Fee	N	Taxable	\$34.10	\$34.85
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	N	GST Free	\$3.95	\$4.05
Home Care General Low fee range - Single \$26,933 to \$36,972	N	GST Free	\$6.10	\$6.25
Home Care General Low fee range - Couple Up to \$56,589	N	GST Free	\$6.15	\$6.30
Home Care General Low fee range - Family Up to \$62,693	N	GST Free	\$6.15	\$6.30
Home Care General Medium Fee Range				
Home Care General Medium fee range - Single \$36,972 to \$51,712	N	GST Free	\$8.75	\$8.95
Home Care General Medium fee range - Single \$51,712 to \$66,452	N	GST Free	\$11.30	\$11.55
Home Care General Medium fee range - Single \$66,452 to \$81,192	N	GST Free	\$13.85	\$14.15
Home Care General Medium fee range - Couple \$56,589 to \$73,907	N	GST Free	\$10.25	\$10.50
Home Care General Medium fee range - Couple \$73,907 to \$91,225	N	GST Free	\$13.00	\$13.30
Home Care General Medium fee range - Couple \$91,225 to \$108,543	N	GST Free	\$15.40	\$15.75
Home Care General Medium fee range - Family \$62,693 to \$79,109	N	GST Free	\$10.25	\$10.50
Home Care General Medium fee range - Family \$79,109 to \$95,525	N	GST Free	\$13.00	\$13.30
Home Care General Medium fee range - Family \$95,525 to \$111,941	N	GST Free	\$15.40	\$15.75
Home Care General High Fee Range				
Home Care General High Range - Single Above \$81,194	N	GST Free	\$33.60	\$34.35
Home Care General High Range - Couple Above \$108,543	N	GST Free	\$33.60	\$34.35
Home Care General High Range - Family Above \$111,941	N	GST Free	\$33.60	\$34.35
Personal Care				
Personal Care Low Fee Range				
Personal Care Low fee range - Single Up to \$26,933	N	GST Free	\$3.85	\$3.95
Personal Care Low fee range - Single \$26,933 to \$36,972	N	GST Free	\$4.60	\$4.70
Personal Care Low fee range - Couple Up to \$41,730	N	GST Free	\$3.85	\$3.95
Personal Care Low fee range - Couple \$41,730 to \$56,589	N	GST Free	\$4.60	\$4.70
Personal Care Low fee range - Family Up to \$47,844	N	GST Free	\$3.85	\$3.95

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Personal Care Low fee range - Family \$47,844 to \$62,693	N	GST Free	\$4.60	\$4.70
Personal Care Medium Fee Range				
Personal Care General Medium fee range - Single \$36,972 to \$51,712	N	GST Free	\$7.20	\$7.35
Personal Care General Medium fee range - Single \$51,712 to \$66,452	N	GST Free	\$7.60	\$7.75
Personal Care General Medium fee range - Single \$66,452 to \$81,192	N	GST Free	\$8.30	\$8.50
Personal Care General Medium fee range - Couple \$56,589 to \$73,907	N	GST Free	\$7.20	\$7.35
Personal Care General Medium fee range - Couple \$73,907 to \$91,225	N	GST Free	\$7.60	\$7.75
Personal Care General Medium fee range - Couple \$91,225 to \$108,543	N	GST Free	\$8.30	\$8.50
Personal Care General Medium fee range - Family \$62,693 to \$79,109	N	GST Free	\$7.20	\$7.35
Personal Care General Medium fee range - Family \$79,109 to \$95,525	N	GST Free	\$7.60	\$7.75
Personal Care General Medium fee range - Family \$95,525 to \$111,941	N	GST Free	\$8.30	\$8.50
Personal Care High Fee Range				
Personal Care General High Range - Single Above \$81,194	N	GST Free	\$37.60	\$38.45
Personal Care General High Range - Couple Above \$108,543	N	GST Free	\$37.60	\$38.45
Personal Care General High Range - Family Above \$111,941	N	GST Free	\$37.60	\$38.45
Respite Care				
Respite Care Low Fee Range				
Respite Care Low fee range - Single Up to \$26,933	N	GST Free	\$2.65	\$2.70
Respite Care Low fee range - Single \$26,933 to \$36,972	N	GST Free	\$3.10	\$3.15
Respite Care Low fee range - Couple Up to \$41,740	N	GST Free	\$2.65	\$2.70
Respite Care Low fee range - Couple \$41,740 to \$56,589	N	GST Free	\$3.10	\$3.15
Respite Care Low fee range - Family Up to \$47,844	N	GST Free	\$2.65	\$2.70
Respite Care Low fee range - Family \$47,844 to \$62,693	N	GST Free	\$3.10	\$3.15
Respite Care Medium Fee Range				
Respite Care General Medium fee range - Single \$36,972 to \$51,712	N	GST Free	\$3.55	\$3.65
Respite Care General Medium fee range - Single \$51,712 to \$66,452	N	GST Free	\$4.40	\$4.50
Respite Care General Medium fee range - Single \$66,452 to \$81,192	N	GST Free	\$4.50	\$4.60
Respite Care General Medium fee range - Couple \$56,589 to \$73,907	N	GST Free	\$3.55	\$3.65
Respite Care General Medium fee range - Couple \$73,907 to \$91,225	N	GST Free	\$4.40	\$4.50
Respite Care General Medium fee range - Couple \$91,225 to \$108,543	N	GST Free	\$4.50	\$4.60
Respite Care General Medium fee range - Family \$62,693 to \$79,109	N	GST Free	\$3.55	\$3.65
Respite Care General Medium fee range - Family \$79,109 to \$95,525	N	GST Free	\$4.40	\$4.50

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Respite Care General Medium fee range - Family \$95,525 to \$111,941	N	GST Free	\$4.50	\$4.60
Respite Care High Fee Range				
Respite Care General High Range - Single Above \$81,192	N	GST Free	\$34.65	\$35.45
Respite Care General High Range - Couple Above \$108,543	N	GST Free	\$34.65	\$35.45
Respite Care General High Range - Family Above \$111,941	N	GST Free	\$34.65	\$35.45
Home Maintenance				
Home Maintenance Low Fee Range				
Home Maintenance Low fee range - Single Up to \$26,933	N	GST Free	\$4.35	\$4.45
Home Maintenance Low fee range - Single \$26,933 to \$36,972	N	GST Free	\$6.80	\$6.95
Home Maintenance Low fee range - Couple Up to \$41,740	N	GST Free	\$4.35	\$4.45
Home Maintenance Low fee range - Couple \$41,740 to \$56,589	N	GST Free	\$8.00	\$8.20
Home Maintenance Low fee range - Family Up to \$47,844	N	GST Free	\$4.35	\$4.45
Home Maintenance Low fee range - Family \$47,844 to \$62,693	N	GST Free	\$8.00	\$8.20
Home Maintenance - Medium Fee Range				
Home Maintenance Medium Fee Range Single - \$36,972 to \$81,194	N	GST Free	\$16.80	\$17.20
Home Maintenance Medium Fee Range Couple - \$56,589 to \$108,543	N	GST Free	\$16.80	\$17.20
Home Maintenance Medium Fee Range Family - \$62,693 to \$111,941	N	GST Free	\$16.80	\$17.20
Home Maintenance - High Fee Range				
Home Maintenance High Range - Single Above \$81,192	N	GST Free	\$48.50	\$49.60
Home Maintenance High Range - Couple Above \$108,543	N	GST Free	\$48.50	\$49.60
Home Maintenance - Family Above \$111,941	N	GST Free	\$48.50	\$49.60
Delivered / Centre Meals				
Delivered / Centre Meals - Low Fee Range				
Delivered / Centre Meals Single up to \$36,972	N	GST Free	\$6.35	\$6.50
Delivered / Centre Meals Couple Up to \$56,589	N	GST Free	\$6.35	\$6.50
Delivered / Centre Meals Family Up to \$62,693	N	GST Free	\$6.35	\$6.50
Delivered / Centre Meals - Medium Fee Range				
Delivered / Centre Meals Single - \$36,438 to \$81,192	N	GST Free	\$8.20	\$8.40
Delivered / Centre Meals Couple - \$56,589 to \$108,543	N	GST Free	\$8.20	\$8.40
Delivered / Centre Meals Family - \$62,693 to \$111,941	N	GST Free	\$8.20	\$8.40
Delivered / Centre Meals - High Fee Range				
Delivered / Centre Meals- Single Above \$81,192	N	GST Free	\$21.40	\$21.90
Delivered / Centre Meals - Couple Above \$108,543	N	GST Free	\$21.40	\$21.90
Delivered / Centre Meals - Family Above \$111,941	N	GST Free	\$21.40	\$21.90
Willowview				
Willowview - High Care				
Willowview - Outing Group				
Willowview - Low Fee Range Single up to \$36,972	N	GST Free	\$7.90	\$8.10

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Willowview - Low Fee Range Couple Up to \$56,589	N	GST Free	\$7.90	\$8.10
Willowview - Low Fee Range Family Up to \$62,693	N	GST Free	\$7.90	\$8.10
Willowview - Medium Fee Range Single - \$36,972 to \$81,194	N	GST Free	\$7.90	\$8.10
Willowview - Medium Fee Range Couple - \$56,589 to \$105,543	N	GST Free	\$7.90	\$8.10
Willowview - Medium Fee Range Family - \$62,693 to \$111,941	N	GST Free	\$7.90	\$8.10
Willowview - High Fee Range - Single Above \$81,192	N	GST Free	\$19.95	\$20.40
Willowview - High Fee Range - Couple Above \$108,543	N	GST Free	\$19.95	\$20.40
Willowview - High Fee Range - Family Above \$111,941	N	GST Free	\$19.95	\$20.40
Additional charge applies to Willowview Outing Group only if meal provided by the service	N	GST Free	\$4.90	\$5.00
Home Care Packages (HCP)				
**Rates negotiable in special circumstances. Refer Aged & Disability Services - Home Care Packages Policy				
Linkage Program- Monthly Case Management Fee	N	Taxable	\$0 - \$258	\$0 - \$258
**Based upon HACC services used and other services as negotiated				
All Meals	N	Taxable	\$19.85	\$20.30
Home/Personal/Respite Care (8.00am to 6.00pm Monday to Friday)	N	Taxable	\$46.15	\$47.20
Home/Personal/Respite Care (6.00pm to 8.00am Monday to Friday)	N	Taxable	\$98.00	\$100.20
Home/Personal/Respite Care (6.00pm Friday to 8.00am Monday)	N	Taxable	\$98.00	\$100.20
Adult Day Care	N	Taxable	\$34.05	\$34.80
PARKING SERVICES				
Parking Fees - meters/ticket machines (per hour) spread from 0.00 to \$4.00 maximum	N	Taxable	\$4.00	\$4.00
All Day Parking (various locations)	N	Taxable	\$12.00	\$12.00
Night parking rate	N	Taxable	\$12.00	\$12.00
Occupation of parking bays - parking meter/first day- Non Commercial Street	N	Taxable	\$60.00	\$62.00
Occupation of parking bays - parking meter/subsequent day- Non Commercial Street	N	Taxable	\$30.00	\$31.00
Occupation of parking bays - parking meter/first day- Commercial Street	N	Taxable	\$100.00	\$103.00
Occupation of parking bays - parking meter/subsequent day- Commercial street	N	Taxable	\$50.00	\$52.00
Parking Permits - 1st Resident permit	N	GST Free	\$37.00	\$38.00
Parking Permits - 2nd Resident permits	N	GST Free	\$93.00	\$95.00
Parking Permits - 3rd Resident permits	N	GST Free	\$175.00	\$179.00
Parking Permits - Business - 1st permit	N	Taxable	\$127.00	\$130.00
Parking Permits - Business - 2nd and subsequent permits	N	Taxable	\$236.00	\$241.50
Parking Permits - Disabled	N	GST Free	No charge	No Charge
Parking Permits - 1st Visitor permit	N	GST Free	\$37.00	\$38.00
Parking Permits - 2nd Visitor permits	N	GST Free	\$93.00	\$95.00
Parking Permits - 3rd Visitor permits	N	GST Free	\$175.00	\$179.00
Vehicle tow-away - impounding fee	N	Taxable	\$415.00	\$425.00
Derelect vehicles/pound fee - abandoned/unregistered vehicle	N	Taxable	\$415.00	\$425.00

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Yarra City Council - Draft Budget 2018/19

Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Installation of Loading Zone	N	Taxable	\$200.00	\$205.00
LOCAL LAWS/LEGISLATIVE SERVICES				
Footpath Trading -Application/ Inspection fee (Non-refundable)	N	GST free	\$52.00	\$53.00
Footpath heaters	N	GST free	\$103.00	\$105.00
Footpath awning fee	N	GST free	\$205.00	\$210.00
Local laws Permit refund fee	N	GST free	\$103.00	\$105.00
Planter Box/Tubs (Excludes Tables & Chairs) Footpath trading only	N	GST free	\$52.00	\$53.00
Additional miscellaneous item Footpath trading	N	GST free	\$52.00	\$53.00
Mobile Food Vans - Normal Rate	N	GST free	\$2,460.00	\$2,515.00
Mobile Food Vans - Concession Rate (Yarra Resident Only)	N	GST free	\$1,745.00	\$1,784.00
Mobile food van - small private events permit 1 day or less	N	GST Free	\$100.00	\$103.00
Mobile food van- Charity or Non for profit event.	N	GST Free	\$0.00	\$0.00
Significant tree Application fee(Non-refundable)	N	GST free	\$140.00	\$145.00
Significant Tree Permit- Removal	N	GST free	\$205.00	\$210.00
Significant Tree Permit- Pruning only	N	GST free	\$103.00	\$105.00
Excess Animal Permit- Application Fee (Non Refundable)	N	GST free	\$52.00	\$53.00
Cat trap- rental per week	N	GST free	\$21.00	\$21.50
Commercial dog walking permit (annual permit)	N	GST free	\$103.00	\$105.00
Excess Animal Permit-Fee	N	GST free	\$52.00	\$53.00
Temporary Public Space Licences up to 7 days	N	GST free	\$64.00	\$65.50
Local law permit application fee(As required)	N	GST free	\$52.00	\$53.00
Busking Permit (Monthly charge)	N	GST free	\$13.50	\$14.00
Planter box/tubs- Laneway garden permit fee	N	GST free	\$52.00	\$53.00
General Local Law Permit	N	GST free	\$322.00	\$330.00
Temporary Public space permit- Promotional Short Term (1) 0- 3 days	N	GST free	\$103.00	\$105.50
Temporary Public space permit- Promotional Short Term (2) 3- 7 days where admin/detailed review required	N	GST free	\$165.00	\$169.00
Local Laws permit Inspection fee- After hours	N	GST free	\$150.00	\$155.00
Miscellaneous / Impound release Fee	N	GST free	\$105.00	\$107.50
Shopping Trolley Release fees	N	GST free	\$62.00	\$63.00
Public Space Licences				
Items on Footpath:				
Advertising Sign - per sign (licensed)	N	GST Free	\$170.00	\$174.00
Advertising Sign - per sign (unlicensed)	N	GST Free	\$115.00	\$118.00
Goods Display	N	GST Free	\$395.00	\$404.00
Tables & Chairs:				
Licensed premises - per table over 800mm(Including benches)	N	GST free	\$87.00	\$89.00
Licensed Premises - per table up to 800mm	N	GST Free	\$76.00	\$78.00
Licensed Premises - per chair (600mm =1 Chair)	N	GST Free	\$70.00	\$72.00
Unlicensed Premises - per table over 800mm (including benches)	N	GST Free	\$87.00	\$89.00
Unlicensed Premises - per table up to 800mm	N	GST Free	\$76.00	\$78.00
Unlicensed Premises - per chair (600mm = 1 Chair)	N	GST Free	\$21.00	\$21.50
Real Estate Sign License	N	GST Free	\$760.00	\$777.00
Mobile Food Van (prescribed event area) multi max. 5 vans	N	GST Free	New Fee	\$330.00
Mobile Food Van (prescribed event area) each additional food van/stall over 5 vans	N	GST Free	New Fee	\$330.00

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Mobile Food Van public land (once-off day rate)	N	GST Free	\$320.00	\$330.00
Local Laws application and permit fee- Political parties (Election caretaker periods only)	N		\$0.00	\$0.00
Local Law application and permit fee- charity/non for profit	N		\$0.00	\$0.00
Kerb Market				
Gleadell Street Market (per stall)	N	Taxable	\$84.00	\$86.00
Other				
Miscellaneous / Impound Fee	N	Taxable	\$105.00	\$107.50
Planning Enforcement				
Liquor Licensing Advice Requests	N	Taxable	\$155.00	\$158.50
ANIMAL CONTROL				
COMMUNITY AMENITY - (Local Laws and Animal Control)				
Dog Registration				
Standard Maximum Fee	N	GST Free	\$194.00	\$198.00
Standard Reduced Fee	N	GST Free	\$62.00	\$63.50
Concessional Maximum Fee	N	GST Free	\$97.00	\$99.00
Concessional Reduced Fee	N	GST Free	\$18.00	\$18.50
Registration – Declared menacing, dangerous & restricted breed dogs	N	GST Free	\$330.00	\$337.50
Cat Registration				
Standard Maximum Fee	N	GST Free	\$108.00	\$110.50
Standard Reduced Fee	N	GST Free	\$36.00	\$37.00
Concessional Maximum Fee	N	GST Free	\$54.00	\$55.00
Concessional Reduced Fee	N	GST Free	\$13.00	\$13.50
Animal Registration refund			50% refund on above Cat registration fees until 1 Oct. After that date no refunds	
Replacement Animal Registration tag	N	Taxable	\$5.00	\$5.20
Animal Pound Release fees				
Release fee - Dog	N	Taxable	\$95.00	\$97.50
Release fee - Cat	N	Taxable	\$36.00	\$37.00
Livestock (small)	N	Taxable	\$57.00	\$60.00
Livestock (large)	N	Taxable	\$205.00	\$210.00
Registration of Domestic Animal Business				
Annual Registration Fee	N	Taxable	\$390.00	\$399.00
Domestic Animal Business registration refund	N	Taxable	50% refund (\$145) on the fee above until 1 Oct. After that date no refunds	
Transfer Fee	N	Taxable	\$28.00	\$29.00
Request for copy of dog/cat registration certificate (per entry)	N	Taxable	\$100.00	\$102.00
Service Requests - Animal Control	N	Taxable	\$74.00	\$76.00
Inspection of Dog/Cat register (per entry)	N	GST Free	\$21.00	\$22.00
Deposit Cat trap(Refundable)	N	GST Free	\$103.00	\$105.00
FOOD PREMISES				
Class 1 or Class 2 Premises				
Renewals	N	GST Free	\$560.00	\$576.00
Additional fee for each employee over 10.	N	GST Free	\$28.00	\$29.00
New Registrations	N			
Application fee	N	GST Free	\$280.00	\$288.00
Registration fee	N	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfer Fee	N	GST Free	\$280.00	\$288.00
Re-inspection Fee	N	GST Free	\$140.00	\$144.00

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Additional Assessment Fee (Section 19H)	N		\$280.00	\$288.00
Class 3 and Not for Profit Class 1 and 2 Food Premises				
Renewals	N	GST Free	\$280.00	\$288.00
Additional fee for each employee over 10.	N	GST Free	\$14.00	\$14.50
New Registrations	N	GST Free		
Application fee	N	GST Free	\$140.00	\$144.00
Registration fee	N	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfer Fee	N	GST Free	\$140.00	\$144.00
Re-inspection Fee	N	GST Free	\$70.00	\$72.00
Additional Inspection Fee Under 19(H)	N	GST Free	\$140.00	\$144.00
Not for Profit Class 3 Food Premises				
Renewals	N	GST Free	\$140.00	\$144.00
Additional fee for each employee over 10.	N	GST Free	\$7.00	\$7.00
New Registrations	N	GST Free		
Application fee	N	GST Free	\$70.00	\$72.00
Registration fee	N	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfer Fee	N	GST Free	\$70.00	\$72.00
Re-inspection Fee	N	GST Free	\$70.00	\$72.00
Additional Inspection Fee Under 19(H)	N		\$140.00	\$144.00
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.	N		\$70.00	\$72.00
Class 3.	N		\$35.00	\$36.00
Not for profit organisations - all classes.	N		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.	N		1/4 annual renewal fee	1/4 annual renewal fee
Registrations for a period of 3 to 6 months.	N		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.	N		Full annual renewal fee	Full annual renewal fee
Re-inspection Fee (temp and mobile food premises).	N		\$70.00	\$72.00
PRESCRIBED ACCOMMODATION PREMISES				
Commercial				
Renewals				
Premises accommodating not more than 5 persons	N	GST Free	\$260.00	\$288.00
Additional fee for each additional person than can be accommodated in excess of 5	N	GST Free	\$13.00	\$14.50
New Registrations				
Application fee	N	GST Free	\$130.00	\$144.00

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Registration fee	N	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfers	N	GST Free	\$130.00	\$144.00
Not For Profit				
Renewals				
Premises accommodating not more than 5 persons	N	GST Free	\$130.00	\$144.00
Additional fee for each additional person than can be accommodated in excess of 5	N	GST Free	\$6.50	\$7.50
New Registrations				
Application fee	N	GST Free	\$65.00	\$72.00
Registration fee	N	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfers	N	GST Free	\$65.00	\$72.00
PREMISES PROVIDING PERSONAL SERVICES (Hairdressers, Beauty Salons, Ear Piercing, Tattooing, Skin Penetration)				
Renewals	N	GST Free	\$178.00	\$187.00
New Registrations		GST Free		
Application fee	N		\$89.00	\$94.00
Registration fee	N		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	N	GST Free	\$89.00	\$94.00
Pro rata of renewal fee - Registration in Q1 = full renewal fee, Q2 = 3/4 of renewal fee, Q3 = 1/2 renewal fee, Q4 = 1/4 renewal fee				
<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	N	GST Free	\$140.00	\$144.00
Waste Water System Approval	N	GST Free	\$265.00	\$288.00
Refund of annual renewal of registration fee for registered premises that closes before expiry date	N		Business closes: in first quarter of annual period – refund half of renewal fee,	Business closes Q1 refund 3/4 renewal fee, Q2 refund 1/2 renewal fee, Q3 refund 1/4 renewal fee, Q4 no refund
			in second quarter of year – refund one quarter of renewal fee, in second half of year – no refund.	

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Information/Service Fees				
Copy of Certificate of Analysis for person from whom sample obtained	N	Taxable	No charge	No Charge
Copy of Registration Certificate - Only available to current proprietor	N	Taxable	\$ 50.00	\$51.00
Extract of premises register	N	GST Free	No Charge	No Charge
Professional services (EHO) as requested				
Rate per hour	N	Taxable	\$ 140.00	\$144.00
RECREATION				
Multi-purpose Sporting Facilities - Casual Fees				
Victoria Park	N			
Commercial per hour	N	Taxable	\$270.00	\$276.05
Concession 1 per hour	N	Taxable	\$80.00	\$81.80
Concession 2 per hour	N	Taxable	\$37.00	\$37.85
Concession 3 per hour	N	Taxable	No charge	No Charge
Victoria Park Sherrin Stand Change Rooms (per session 3 hr maximum)				
Commercial	N	Taxable	\$268.00	\$274.05
Concession 1	N	Taxable	\$84.00	\$85.90
Concession 2	N	Taxable	\$37.00	\$37.85
Concession 3	N	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	N	Taxable	\$325.00	\$332.30
Concession 1	N	Taxable	\$80.00	\$81.80
Concession 2	N	Taxable	\$29.00	\$29.65
Concession 3	N	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	N	Taxable	\$165.00	\$168.70
Concession 1	N	Taxable	\$46.00	\$47.05
Concession 2	N	Taxable	\$15.50	\$15.85
Concession 3	N	Taxable	No charge	No Charge
Casual Pavilion Hire - Alfred Crescent, Alphington, Burnley, Coulson, Fairfield, Gillon, Graham, Johnson, Ramsden - New Fee				
Commercial fee - per hour	N	Taxable	\$108.00	\$110.45
Concession 2 - per hour	N	Taxable	\$18.50	\$18.90
Casual Hire - Stanton Street Hall (Table Tennis) - New Fee				
Commercial fee - per hour	N	Taxable	\$108.00	\$110.45
Concession 1 - per hour	N	Taxable	\$32.00	\$32.70
Concession 2 - per hour	N	Taxable	\$25.60	\$26.20
Concession 3 - per hour	N	Taxable	\$19.50	\$19.95
Key Bond for all sporting facilities - Casual	N	GST Free	\$100.00	\$102.25
Key Bond for all sporting facilities - Seasonal	N	GST Free	\$436.00	\$445.80
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				

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Pavilions - Seasonal Fee Per Team				
Category A: Graham, Johnson, Coulson, Ramsden, Fairfield, Burnley, Alfred Cres, Fitzroy Grandstand, and Gillon				
Senior Team	N	Taxable	\$426.00	\$435.60
Junior Team	N	Taxable	\$315.00	\$322.10
Category B: Yambla, Citizens, Bain and Alphington, George Knott				
Senior Team	N	Taxable	\$214.00	\$218.80
Junior Team	N	Taxable	\$158.00	\$161.55
Sportsgrounds - Seasonal Fee Per Team				
Turf Cricket: Loughnan, Citizens (Summer Turf Wicket)				
Senior Team	N	Taxable	\$3,240.00	\$3,312.90
Cricket Synthetic				
Senior Team	N	Taxable	\$1,300.00	\$1,329.25
Junior Team	N	Taxable	\$346.00	\$353.80
Football				
Senior Team	N	Taxable	\$1,096.00	\$1,120.65
Junior Team	N	Taxable	\$596.00	\$609.40
Soccer				
Senior Professional Team	N	Taxable	\$4,290.00	\$4,386.50
Senior Team	N	Taxable	\$766.00	\$783.25
Junior Team	N	Taxable	\$298.00	\$304.70
Permit to hire Park for Commercial Fitness Trainers				
Annual Licence Fee	N	GST Free	\$296.00	\$302.65
CONSTRUCTION MANAGEMENT SUPPORT UNIT				
Counter Fast Track Assessment Fee	N	GST Free	\$70.00	\$100.00
Permit Inspections - New Fee				
Inspection - per inspection	N	Taxable		\$147.85
Private single dwelling and local shop traders.	N	Taxable		\$263.30
Inspection - per inspection Commercial – includes house modules.	N	Taxable		\$449.10
Inspection - per inspection Out of hours - Minimum	N	Taxable	\$171.90	\$175.75
Out of Hours Permit	N	GST Free	\$171.90	\$175.75
Asset Protection Permit				
Permit - Works up to \$10k			no fee	no fee
Road / Footpath Occupation Permit				
Permit - work area / public protection occupation	N	GST Free	\$79.30	\$81.10
Inspection (Mon - Fri)	N	Taxable	\$144.60	\$0.00
Inspection (Weekends) - Minimum	N	Taxable	\$439.20	\$0.00
Occupancy Fee - per sq. metre per week Private single dwelling and local shop trader	N	Taxable	\$4.80	\$4.90
Occupancy Fee - per sq. metre per week Commercial License/ Occupancy	N	Taxable	\$8.75	\$8.95
Permit - Plant and Equipment - per day Private single dwelling and local shop traders.	N	GST Free	\$152.10	\$155.50
Permit - Plant and Equipment - per day Commercial	N	Taxable	\$257.50	\$263.30
No road closure				
Plant and Equipment Permit - Commercial – Local road	N	Taxable	\$360.50	\$400.00
Full road closure				
Plant & Equipment Permits – Commercial Collector Road or Arterial Road	N	Taxable	\$360.50	\$0.00
Lane closure, footpath occupation				

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Plant & Equipment Permit – Commercial Collector road Full road closure	N	Taxable	\$515.00	\$0.00
Plant & Equipment Permit - House Module	N	Taxable	\$515.00	\$0.00
Plant & Equipment - Inspections (Mon to Fri) Private single dwelling and local shop traders.	N	Taxable	\$144.60	\$0.00
Plant & Equipment - Inspections (Mon to Fri) Commercial – includes house modules.	N	Taxable	\$257.50	\$0.00
Plant & Equipment – Inspections (all out of hours)- Minimum	N	Taxable	\$439.20	\$0.00
Skip Bin Permit				
Permit - Skip placement - per day unmetered	N	GST Free	\$22.50	\$23.00
Permit - Skip placement - per day metered	N	GST Free	\$61.00	\$62.35
Permit - Container placement - per day	N	GST Free	\$130.70	\$133.65
Container Permit - (40') per day	N	GST Free	\$260.30	\$0.00
Commercial event	N	GST Free	\$500.00	\$0.00
Filming & Commercial Still Photography Permit				
Application fee - Commercial Profit Making (non refundable)	N	Taxable	\$0.00	\$100.00
Commercial Profit Making-Film/Ad Producers-Major impact: Permit	N	Taxable	\$1,193.40	\$1,220.25
Filming (incl ads/still photography) inspection (Mon to Fri)	N	Taxable	\$114.60	\$117.20
Filming inspection (incl ads/still photography) - per inspection Out of hours	N	Taxable	\$439.60	\$449.50
Permit - Commercial Profit Making - Minor impact/ small budget productions (incl films & ads)	N	Taxable	\$399.50	\$408.50
Permit - Student Filming (including still photography)	N	GST Free	No Charge	No Charge
Permit - Non Profit Making Filming (including still photography)	N	GST Free	No Charge	No Charge
Road / Footpath Openings Consent (RMA 2004) **				
Consent fee - minimum*	Y	GST Free	\$85.30	Adopt Statutory fee
Inspection - per inspection	N	Taxable	\$144.60	\$147.85
Inspection - per inspection Out of hours - Minimum	N	Taxable	\$439.20	\$449.10
Road reinstatement (See notes)				
Road - deep lift asphalt/concrete/bluestone (per square metre) (minimum charge \$800)	N	GST Free	\$300.00	\$306.75
Road - asphalt/concrete <100mm (per square metre) (minimum charge \$500)	N	GST Free	\$200.00	\$204.50
Footpath - residential - asphalt (as per YSD33 RAF) less than 60mm (per square metre) (minimum charge \$500)	N	GST Free	\$180.00	\$184.05
Footpath - industrial - asphalt / concrete (as per YSD33 IAF & CF) greater than 60mm & less than equal to 100mm (per square metre) (minimum charge \$800)	N	GST Free	\$250.00	\$255.65
Footpath - industrial - concrete with asphalt surface (as per YSD33 ICAF) <=170mm (per square metre) (minimum charge \$800)	N	GST Free	\$280.00	\$286.30
Traffic Management	N	GST Free	\$500.00	\$511.25
Parking sensor removal/reinstatement (up to 10)	N	Taxable	\$1,000.00	\$1,022.50

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Additional sensors greater than 10	N	Taxable	\$100 per sensor	\$102.25 per sensor
50% surcharge for a 48 hours response time				
Notes:				
<i>* Areas greater than 40m² or greater than 30 lineal metres Council may consider a reduced charge</i>				
<i>*^ In accordance with the Road Management Act 2004</i>				
CHILD CARE				
Late Fee- Children's Services				
Late Fee for Vac Care, ASC, LDC, Kinder.	N	GST Free	\$25.00	\$25.55
			1.30 per minute	1.33 per minute
Outside School Hours Care				
After School Care Fee - Regular	N		\$17.00 Jul - Dec 2017	\$17.40
After School Care Fee - Regular	N		\$18.00 Jan - Jun 2018	\$18.40
After School Care Fee - Casual	N		\$20.00 Jul - Dec 2017	\$20.45
After School Care Fee - Casual	N		\$20.50 Jan - Jun 2018	\$20.95
After School Care Fee - Curriculum Day	N		\$47.00 Jul - Dec 2017	\$48.05
After School Care Fee - Curriculum Day	N		\$48.20 Jan - Jun 2018	\$49.30
After School Care Fee - Curriculum Half Day	N		\$27.00 Jul - Dec 2017	\$27.60
After School Care Fee - Curriculum Half Day	N		\$27.70 Jan - Jun 2018	\$28.30
After School Care Fee - End of Term	N		\$23.00 Jul - Dec 2017	\$23.50
After School Care Fee - End of Term	N		\$23.60 Jan - Jun 2018	\$24.15
After School Care Fee - End of Year	N		\$26.00 Jul - Dec 2017	\$26.60
After School Care Fee - End of Year	N		\$26.70 Jan - Jun 2018	\$27.30
Vacation Care Fee - All Day	N		\$52.00 Jul - Dec 2017	\$53.15
Vacation Care Fee - All Day	N		\$53.50 Jan-Jun 2018	\$54.70
Vacation Care Excursion Fee - All Day	N		\$62.50 Jul - Dec 2017	\$63.90
Vacation Care Excursion Fee - All Day	N		\$66.00 Jan - Jun 2018	\$67.50
Long Day Care				
One to Four Days (per Day)	N	GST Free	\$113.50 Jul - Dec 2017	\$116.05
One to Four Days (per Day)	N	GST Free	\$116.5 Jan - Jun 2018	\$119.10
Pre School 3 Year Olds				
1 Session per Term	N	GST Free	\$249.50 Jul - Dec 2017	\$255.10
1 Session per Term	N	GST Free	\$387.5 Jan - Jun 2018	\$396.20
Health Care Card Holders				
Health Care 1 session per term	N	GST Free	\$125.10	\$127.90
Pre School 4 Year Olds				
July to December	N	GST Free		

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Yarra City Council - Draft Budget 2018/19

Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
January to June 2017	N	GST Free	\$381.50	\$390.10
Occasional child care				
OCC Casual	N	GST Free	\$11.00	\$11.25
OCC Member	N	GST Free	\$7.00	\$7.15
Concession	N	GST Free	\$4.20	\$4.30
10 OCC sessions	N	GST Free	\$76.00	\$77.70
25 OCC sessions	N	GST Free	\$190.00	\$194.30
Occasional Care Connie Benn	N	GST Free	\$28.00	\$28.65
Occasional Care Connie Benn Concession	N	GST Free	\$10.00	\$10.20
Youth Services				
Teenage Holiday Programs	N	Taxable	\$19.50	\$19.95
Teenage Holiday Programs - Concession	N	Taxable	\$3.50	\$3.60
Hire of Meeting Rooms - Connie Benn Centre				
Concessional Rate Half Day	N	Taxable	\$30.75	\$31.45
Concessional Rate Full Day	N	Taxable	\$51.25	\$52.40
Commercial Rate Half Day	N	Taxable	\$102.50	\$104.80
Commercial Rate Full Day	N	Taxable	\$184.50	\$188.65
Community Kitchen				
Concessional Rate Half Day	N	Taxable	\$41.00	\$41.90
Concessional Rate Full Day	N	Taxable	\$71.75	\$73.35
Commercial Rate Half Day	N	Taxable	\$102.50	\$104.80
Commercial Rate Full Day	N	Taxable	\$184.50	\$188.65
Training Room				
Concessional Rate Half Day	N	Taxable	\$51.25	\$52.40
Concessional Rate Full Day	N	Taxable	\$102.50	\$104.80
Commercial Rate Half Day	N	Taxable	\$102.50	\$104.80
Commercial Rate Full Day	N	Taxable	\$184.50	\$188.65
Consultation Room				
Concessional Rate per hour	N	Taxable	\$30.75	\$31.45
Concessional Rate Full Day	N	Taxable	\$82.00	\$83.85
Commercial Rate per hour	N	Taxable	\$41.00	\$41.90
Commercial Rate Full Day	N	Taxable	\$153.75	\$157.20
Playgroup Room 2				
Concessional Rate per 2 hour session	N	Taxable	\$41.00	\$41.90
Commercial Rate per hour	N	Taxable	\$30.75	\$31.45
Commercial Rate Full Day	N	Taxable	\$153.75	\$157.20
Front Room				
Concessional Rate Half Day	N	Taxable	\$20.50	\$20.95
Concessional Rate Full Day	N	Taxable	\$51.25	\$52.40
Commercial Rate Half Day	N	Taxable	\$30.75	\$31.45
Commercial Rate Full Day	N	Taxable	\$102.50	\$104.80
Foyer Room (evening and weekend hire only)				
Concessional Rate Half Day	N	Taxable	\$61.50	\$62.90

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Concessional Rate Full Day	N	Taxable	\$102.50	\$104.80
Commercial Rate Half Day	N	Taxable	\$82.00	\$83.85
Commercial Rate Full Day	N	Taxable	\$153.75	\$157.20
Groups auspiced by Council business units	N	GST Free	No charge	No charge
MATERNAL & CHILD HEALTH				
Vaccine				
Immunisation - vaccinations	N	GST Free	Fee varies with Vaccine	Fee varies with Vaccine
Vaccine				
Immunisation - alternative vaccinations	N	GST Free	Fee varies with Vaccine	Fee varies with Vaccine
Vaccine				
Infant screening program 0 to 4 years	N	GST Free	No Charge	No Charge
New/Existing Mothers Screening program (Infants 0 to 4 years)	N	GST Free	No Charge	No Charge
General parenting advice & support	N	GST Free	No Charge	No Charge
Assessment & referral service	N	GST Free	No Charge	No Charge
Outreach for geographically isolated young mothers	N	GST Free	No Charge	No Charge
Outreach for young mothers of Koori/different ethnic backgrounds	N	GST Free	No Charge	No Charge
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	Y	GST Free	\$2,871.60	\$2,871.60
Consideration of submissions to Amendment and reference to panel*:	Y	GST Free	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;	Y	GST Free	\$14,232.70	\$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	Y	GST Free	\$28,437.60	\$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	Y	GST Free	\$38,014.40	\$38,014.40
Adoption of an Amendment	Y	GST Free	\$453.10	\$453.10
Approval of an Amendment	Y	GST Free	\$453.10	\$453.10
Amendments under 20A	Y	GST Free	\$906.10	\$906.10

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Amendments under 20(4)	Y	GST Free	\$3,763.80	\$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	Y		variable	
For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Y		\$620.30	\$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	Y			
Applications for permits under s.47 of the Act				
Class 1 Application for use only and Car Parking	Y	GST Free	\$1,240.70	\$1,240.70
Residential & 1 Dwelling on a lot				
Class 2 < \$10,000	Y	GST Free	\$188.20	\$188.20
Class 3 > \$10,001 - \$100,000	Y	GST Free	\$592.50	\$592.50
Class 4 > \$100,001 - \$500,00	Y	GST Free	\$1,212.80	\$1,212.80
Class 5 > \$500,001 - \$1,000,000	Y	GST Free	\$1,310.40	\$1,310.40
Class 6 > \$1,000,001 - \$2,000,000	Y	GST Free	\$1,407.90	\$1,407.90
VICSMART Applications				
Class 7 < \$10,000	Y	GST Free	\$188.20	\$188.20
Class 8 > \$10,000	Y	GST Free	\$404.30	\$404.30
Class 9 VICSMART application to subdivide or consolidate land	Y	GST Free	\$188.20	\$188.20
Multi Development & Commercial Use				
Class 10 < \$100,000	Y	GST Free	\$1,080.40	\$1,080.40
Class 11 > \$100,001 - \$1,000,000	Y	GST Free	\$1,456.70	\$1,456.70
Class 12 > \$1,000,001 - \$5,000,000	Y	GST Free	\$3,213.20	\$3,213.20
Class 13 > \$5,000,001 - \$15,000,000	Y	GST Free	\$8,189.80	\$8,189.80
Class 14 > \$15,000,001 - \$50,000,000	Y	GST Free	\$24,151.10	\$24,151.10
Class 15 > \$50,000,001 - up until 12 October 2017	Y		\$27,141.20	\$27,141.20
Class 15 > \$50,000,001 - from 13 October 2017	Y	GST Free	\$54,282.40	\$54,282.40
Subdivision				
Class 16 Subdivide an existing building	Y	GST Free	\$1,240.70	\$1,240.70
Class 18 Subdivide land into 2 lots	Y	GST Free	\$1,240.70	\$1,240.70
Class 18 To effect a realignment of a common boundary between lots or to consolidate two or more lots	Y	GST Free	\$1,240.70	\$1,240.70
Class 19 Subdivide land (per 100 lots created)	Y	GST Free	\$1,240.70	\$1,240.70
Class 20 To: a) create, vary a restriction within the meaning of 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	Y	GST Free	\$1,240.70	\$1,240.70
Class 21 A permit not otherwise provided for in the regulation	Y	GST Free	\$1,241.70	\$1,241.70
Fees to amend applications				
Request to amend an application for permit	Y	GST Free	40% of the submission fees - which range from \$76.80 to \$22,149.08	40% of new applicable fee
Applications for amendments to permit under s.72 of the Act				

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Class 1. To change permitted use	Y	GST Free	\$1,240.70	\$1,240.70
Class 2. To change what the permit allows, change conditions, etc.	Y	GST Free	\$1,240.70	\$1,240.70
Single Dwelling amendment (Class 2 - 6)				
Class 3 - Class 2 Permit	Y	GST Free	\$188.20	\$188.20
Class 4 - Class 3 Permit	Y	GST Free	\$592.50	\$592.50
Class 5 - Class 4 Permit	Y	GST Free	\$1,212.80	\$1,212.80
Class 6 - Class 5 or 6 Permit	Y	GST Free	\$1,310.40	\$1,310.40
VICSMART Amendment (Class 7 - 9)				
Class 7 - Class7 Permit	Y	GST Free	\$188.20	\$188.20
Class 8 - Class 8 Permit	Y	GST Free	\$404.30	\$404.30
Class 9 - To subdivide or consolidate land	Y	GST Free	\$188.20	\$188.20
Commercial and Multi development (Class 10-15)				
Class 10 - Class 10 Permit	Y	GST Free	\$1,080.20	\$1,080.20
Class 11 - Class 11 Permit	Y	GST Free	\$1,456.70	\$1,456.70
Class 12 - Class 12, 13, 14, 15 Permit	Y	GST Free	\$3,213.20	\$3,213.20
Subdivision (Class 16 - 20)				
Class 13. To subdivide an existing building (other than a class 9 permit)	Y	GST Free	\$1,240.70	\$1,240.70
Class 14. To subdivide land into 2 lots (other than a class 9 or class 16 permit)	Y	GST Free	\$1,240.70	\$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)	Y	GST Free	\$1,240.70	\$1,240.70
Class 16. Subdivide land (other than a class 9, class 16, class17 or class 18 permit)	Y	GST Free	\$1240.70 per 100 lots created	\$1,240.70 per 100 lots created
Class 17 To: a) create, vary a restriction within the meaning of 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	Y	GST Free	\$1,240.70	\$1,240.70
Class 18. A permit not otherwise provided for in the regulation.	Y	GST Free	\$1,240.70	\$1,240.70
Other Fees				
Application for Certificate of Compliance	Y	GST Free	\$306.70	\$306.70
Application for planning certificate	Y	GST Free	\$20.90 (hard copy) or \$7.00 (Electronic)	\$20.90 (hard copy) or \$7.00 (Electronic)
Determination whether anything is to Council's satisfaction	Y	GST Free	\$306.70	\$306.70
Request to extend expiry date of a permit	N	Taxable	\$420.00	\$440.00
Request to amend a permit / plans (other than under s.72)	N	Taxable	\$500.00	\$525.00
Property enquiry	N	Taxable	\$250.00	\$260.00
Advertising Letters and Notices (5 or more notices)	N	Taxable	\$5.60	\$5.75
On site notices	N	Taxable	\$60.00	\$65.00
Notice in a Newspaper	N	Taxable	\$1,161.60	\$1,187.75
Plans to comply with Condition 1 of the permit. Second and subsequent assessments.	N	Taxable	\$175.00	\$185.00
Public Photocopier (per copy)	N	GST Free	Standard Fee	Standard Fee
Plan photocopying (larger than A3)	N	taxable	Standard Fee	Standard Fee

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
BUILDING CONTROL/REGULATION				
Lodgement Fees (building work permit)				
Value \$5,000 and greater	Y	GST Free	\$39.10	Adopt Statutory fee
Building permit levy for a Building greater than \$10,000 (statutory fee) - Residential Only	Y	GST Free	cost x 0.00128	cost x 0.00128
Certificate S327 (incl. Flood Certificate)	Y	GST Free	\$52.20	Adopt Statutory fee
Property information request (incl Solicitor's request fee) (statutory Fee) (incl inspections owner/builder projects)	Y	GST Free	\$52.20	Adopt Statutory fee
BUILDING PERMIT FEES				
Class 1 & 10				
Demolish - detached dwelling	N	Taxable	\$1,153.70	\$700.00
Demolish - attached dwelling	N	Taxable	\$1,504.00	\$800.00
Demolish - commercial building	N	Taxable	\$1230.90 min \$770	\$900 min \$500
Swimming Pools	N	Taxable	\$1,064.80	\$700.00
Fences (Class 10 Structure)	N	Taxable	\$835.50	\$500.00
Carports, Garages, Shed etc. (Class 10 Structure)	N	Taxable	\$1,079.70	\$700.00
Alterations & Additions - Up to \$10,000	N	Taxable	\$1,135.50	\$700.00
Alterations & Additions - \$10,001 - \$20,000	N	Taxable	\$1,419.30	\$900.00
Alterations & Additions - \$20,001 - \$100,000	N	Taxable	\$1,949.60	\$1,200.00
Alterations & Additions - \$50,001- \$150,000	N	Taxable	\$2,554.80	\$0.00
Alterations & Additions - \$150,001- \$230,000	N	Taxable	\$2,837.70	\$0.00
Alterations & Additions - \$100,001- \$300,000	N	Taxable	\$3,264.00	\$1,500.00
Alterations & Additions - \$300,001-\$400,000	N	Taxable	\$3,347.50	\$2,000.00
New dwellings : single	N	Taxable	\$2,937.30	\$1,800.00
New dwellings : 2 attached	N	Taxable	\$4,524.80	\$2,000.00
New Multiple Class 1 developments (Quotation)	N	Taxable	\$1998.20/unit	\$1800/unit
Class 2, 3, 4, 5, 6, 7, 8 and 9				
Miscellaneous commercial work e.g. remove hydrant hose	N	Taxable	\$942.70	\$500.00
Up to \$30,000	N	Taxable	\$1,305.80	\$800.00
\$30,001 - \$100,000	N	Taxable	\$1,674.30	\$1,500.00
\$50,001 - \$100,000	N	Taxable	\$2,498.00	\$0.00
\$100,001 - \$300,000	N	Taxable	\$3,391.40	\$2,000.00
\$300,001 - \$500,000	N	Taxable	\$4,284.80	\$3,000.00
Class 2 (Residential fit outs)	N	Taxable	\$1,465.40	\$1,000.00
Over \$500,000 (quotation based on consulting building surveyors schedule)	N	Taxable	Quotation + 10%	Quotation + 10%
Extension of permit/application 3 /6/ 12 months	N	Taxable	\$566/\$670/\$814	\$400/\$500/\$600
Miscellaneous				
Building Record search Class 1 & 10	N	GST Free	\$95.40	\$97.55
Building Record search Class 2 - 9	N	GST Free	\$160.70	\$164.30
Consent & Report applications (other than demolition)	Y	GST Free	\$65.40-\$262.10	Adopt Statutory fee
Consent and Report applications (demolition)	Y	GST Free	Adopt Statutory fee	Adopt Statutory fee
Consent and Report for Legal Point of Discharge	Y	GST Free	Adopt Statutory fee	Adopt Statutory fee
Report and consent advertising	Y	Taxable	\$96.60	\$98.75

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Consulting charge out rate p/hr i.e. dilapidation surveys	N	Taxable	\$199.20	\$203.70
Inspection within City of Yarra	N	Taxable	\$199.20	\$0.00
Inspection outside City of Yarra	N	Taxable	Quotation + 10%	Quotation + 10%
Variation to Building Permit (change of details)	N	Taxable	\$470.30	\$300.00
Variation to Building Permit (amended documentation)	N	Taxable	\$679.80 min	\$500 min
Additional Occupancy Permits	N	Taxable	\$137.10	\$140.20
Siting Approval Public Entertainment Fast Track Assessment Fee (<10 business days notice)	N	Taxable		\$100.00
Siting Approval Public Entertainment – 1 Structure	N	Taxable	\$417.80	\$400.00
Siting Approval Public Entertainment – 1 Structure <10 business days prior	N	Taxable	\$690.00	\$0.00
Siting Approval Public Entertainment – 2-5 Structures	N	Taxable	\$616.00	\$500.00
Siting Approval Public Entertainment – 2-5 Structures <10 business days prior	N	Taxable	\$1,016.00	\$0.00
Siting Approval Public Entertainment – 6-9 Structures	N	Taxable	\$835.50	\$600.00
Siting Approval Public Entertainment – 6-9 Structures <10 business days prior	N	Taxable	\$1,378.00	\$0.00
Siting Approval Public Entertainment – 10+ Structures	N	Taxable	\$1,124.80	\$700.00
Siting Approval Public Entertainment – 10+ Structures Late fee <10 business days prior	N	Taxable	\$1,856.00	\$0.00
Public Entertainment Permits Fast Track Fee Assessment Fee (<10 business days notice)	N	Taxable		\$200.00
Public Entertainment Permits (temporary) Site up to 1,000m ² (Max. 5 structures 200 sq.m ea.)	N	Taxable	\$1,449.30	\$700.00
Public Entertainment Permits (temp) Site up to 1,000m ² (Max. 5 structures 200m ² ea.) <10 bus days prior	N	Taxable	\$2,390.00	\$0.00
Public Entertainment Permits (temporary) Site 1,001 m ² to 5,000m ² (Max. 5 structures 200 sq.m ea.)	N	Taxable	\$1,596.00	\$800.00
Public Entertainment Permits (temp) Site 1,001 m ² to 5,000m ² (Max. 5 structures 200m ² ea.) <10 bus days prior	N	Taxable	\$2,632.00	\$0.00
Public Entertainment Permits (temporary) Site 5,001 m ² to 10,000m ² (Max. 5 structures 200 sq.m ea.)	N	Taxable	\$2,457.20	\$1,500.00
Public Entertainment Permits (temp) Site 5,001 m ² to 10,000m ² (Max. 5 structures 200m ² ea.) <10 bus days prior	N	Taxable	\$3,977.00	\$0.00
Public Entertainment Permits (temporary) Site 10,001m ² * (Max.10 structures 200 sq.m ea.)	N	Taxable	\$4,500.00	\$2,000.00
Public Entertainment Permits (temp) Site 10,001m ² * (Max.10 structures 200m ² ea.) <10 bus days prior	N	Taxable	\$6,750.00	\$0.00
Public Entertainment Permits (temporary) additional structures over limit (per additional structure)	N	Taxable	\$117.80	\$100.00

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Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Liquor Licence Reports (desktop check from scale drawings supplied by applicant - up to 500m2 of building)	N	Taxable	\$824.80	\$843.30
Liquor Licence Reports (site check and measure up to 500m2 of building)	N	Taxable	\$1,178.30	\$1,204.80
Change of Use/Combined Allotment Statements	N	Taxable	\$739.10	\$755.70
A1 Copies - per copy	N	Taxable	\$16.00	\$16.35
A3 Copies - per copy	N	Taxable	\$1.85	\$1.90
A4 Copies - per copy	N	Taxable	\$0.82	\$0.85
Emergency work/cost recovery	N	Taxable	Cost + 20%	Cost + 20%
Additional Consulting Services re Building Permits	N	Taxable	Quotation + 10%	Quotation + 10%
Final Inspection - (Class 1 & 10) Lapsed Building Permit - No Works	N	Taxable	\$381.30	\$389.90
Final Inspection - (Class 2 - 9) Lapsed Building Permit - No Works	N	Taxable	\$527.00	\$538.90
Inspection - per inspection	N	Taxable	\$192.10	\$196.40
Inspection - per inspection (out of hours)	N	Taxable	\$396.60	\$405.50
Computation checking	N	Taxable	Quotation + 10%	Quotation + 10%
Certification fee	N	Taxable	Building Permit fee x 350% with a minimum fee of \$3,811.00 - Refer C.O.W	Building Permit fee x 350% with a minimum fee of \$3,896.75 - Refer C.O.W
Adjoining Property Owners Details (3 or more/search)	N	Taxable	\$51.50	\$52.65
Alternative Solution/ Dispensation/ Change of Use determination	N	Taxable	\$679.00 for first determination + \$68.00 per additional item	\$694.30 for first determination + \$69.55 per additional item
HIRE OF TOWN HALLS				
Collingwood Town Hall, Fitzroy Town Hall & Reading Room full day (mid-week) - FULL	N	Taxable	Replaced with new structure below	
Collingwood Town Hall, Fitzroy Town Hall & Reading Room full day (mid-week) - CONCESSION	N	Taxable	Replaced with new structure below	
Richmond Town Hall full day (mid-week) - FULL	N	Taxable	Replaced with new structure below	
Richmond Town Hall full day (mid-week) - CONCESSION	N	Taxable	Replaced with new structure below	
Collingwood Town Hall, Fitzroy Town Hall & Reading Room full day (Fri to Sun, Public Holidays) - FULL	N	Taxable	Replaced with new structure below	

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Collingwood Town Hall, Fitzroy Town Hall & Reading Room full day (Fri to Sun, Public Holidays) - CONCESSION	N	Taxable	Replaced with new structure below	
Richmond Town Hall Full day (Fri to Sun, Public Holidays) - FULL	N	Taxable	Replaced with new structure below	
Richmond Town Hall Full day (Fri to Sun, Public Holidays) - CONCESSION	N	Taxable	Replaced with new structure below	
4 HOUR TOWN HALL BOOKINGS (Mon to Thurs) - FULL	N	Taxable	\$ 875.00	\$0.00
4 HOUR TOWN HALL BOOKINGS (Mon to Thurs) - CONCESSION	N	Taxable	\$ 545.00	\$0.00
Hourly hire - FULL (min 3 hourly hire)	N	Taxable	\$ 220.00	\$250.00
Hourly hire - CONCESSION (min 3 hourly hire)	N	Taxable	\$ 110.00	\$120.00
8 HOUR TOWN HALL BOOKINGS (Fri to Sun & Public Holidays) - FULL	N	Taxable	\$ 2,260.00	\$0.00
8 HOUR TOWN HALL BOOKINGS (Fri to Sun & Public Holidays) -CONCESSION	N	Taxable	\$ 1,350.00	\$0.00
Additional hourly hire (Fri to Sun & Public Holidays) - FULL	N	Taxable	\$ 220.00	\$0.00
Additional hourly hire (Fri to Sun & Public Holidays) - CONCESSION	N	Taxable	\$ 110.00	\$0.00
Kitchen Use Only - per hour	N	Taxable	N/A	N/A
Kitchen Use Only - per day	N	Taxable	\$ 260.00	\$265.00
Balcony	N	Taxable	\$ 415.00	\$420.00
Security Deposit	N	GST Free	minimum of \$1000	minimum of \$1000
Town Hall PLI Insurance Community	N	Taxable	\$ 80.00	\$82.00
Late Booking Fee	N	Taxable	\$45.00	\$46.00
Late Booking Change Administration Fee	N	Taxable	\$ 20.00	\$20.00
Sound Technician	N	Taxable	\$45.00	\$50.00
Hire of Sound System * requires sound technician	N	Taxable	\$ 200.00	\$200.00
Hire of Inbuilt Projector	N	Taxable	\$ 150.00	\$150.00
Hire of Portable Projector	N	Taxable	\$ 50.00	\$50.00
Hire of Piano	N	Taxable	\$ 150.00	\$150.00
COMMUNITY HALLS				
Small Community Spaces (library meeting rooms, Williams Reserve Community Room, Hugo Wertheim Room, Radio Room)				
First 3 hours - FULL	N	Taxable	\$ 92.00	\$0.00
Hourly hire - FULL (min 3 hourly hire)	N	Taxable	\$ 30.00	\$31.00
First 3 hours - CONCESSION	N	Taxable	\$ 16.00	\$0.00
Hourly hire - CONCESSION (min 3 hourly hire)	N	Taxable	\$ 5.00	\$5.00
Groups auspiced by Council business units	N	Taxable	NO CHARGE	NO CHARGE
Security Deposit	N	Taxable	minimum of \$100	minimum of \$100
Community Hall PLI Insurance Community	N	Taxable	\$ 30.00	\$31.00

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Medium Sized Community Spaces (Loughnan Hall, Mark Street Hall, Richmond Senior Citizens Centre, The Stables)				
First 3 hours - FULL	N	Taxable	\$ 169.00	\$0.00
Hourly hire - FULL (min 3 hourly hire)	N	Taxable	\$ 56.00	\$58.00
First 3 hours - CONCESSION	N	Taxable	\$ 55.00	\$0.00
Hourly hire - CONCESSION (min 3 hourly hire)	N	Taxable	\$ 18.00	\$20.00
Groups auspiced by Council business units	N	GST Free	NO CHARGE	NO CHARGE
Security Deposit	N	GST Free	minimum of \$100	minimum of \$100
Community Hall PLI Insurance Community	N	Taxable	\$ 30.00	\$31.00
Large Community Spaces (Collingwood Senior Citizens Centre, Edinburgh Gardens Community Room, Studio 1, Community Space at Bargoonga Nganjin)				
First 3 hours - FULL	N	Taxable	\$193.00	\$0.00
Hourly hire - FULL (min 3 hourly hire)	N	Taxable	\$64.00	\$66.00
First 3 hours - CONCESSION	N	Taxable	\$67.00	\$0.00
Hourly hire - CONCESSION (min 3 hourly hire)	N	Taxable	\$22.00	\$23.00
Groups auspiced by Council business units	N	Taxable	NO CHARGE	NO CHARGE
Security Deposit	N	GST Free	minimum of \$100	minimum of \$100
Community Hall PLI Insurance Community	N	Taxable	\$ 30.00	\$31.00
Performance Spaces (Richmond Theatre)				
Per Hour - FULL	N	Taxable	Replaced with new structure below	
Per Hour - CONCESSION	N	Taxable	Replaced with new structure below	
Day Rate- FULL	N	Taxable	\$ 1,000.00	\$1,020.00
Day Rate - CONCESSION	N	Taxable	\$ 550.00	\$561.00
7 Day Rate- FULL	N	Taxable	\$ 5,000.00	\$5,100.00
7 Day Rate - CONCESSION	N	Taxable	\$ 2,500.00	\$2,550.00
Security Deposit	N	GST Free	minimum of \$200	minimum of \$200
Community Hall PLI Insurance Community	N	Taxable	\$ 30.00	\$31.00
PARKS AND OPEN SPACE				
SITE FEES, OCCUPATION CHARGES & OTHER USAGE CHARGES				
Site fee for use of Parks, Reserve or Rotunda - Full	N	Taxable	\$155.00	\$158.50
Site fee for use of Parks, Reserve or Rotunda - Concession	N	N/A	NO CHARGE	NO CHARGE
Occupation of public land (roads, footpaths etc) for events - Full	N	Taxable	\$3.50 for every 5m2	\$3.60 for every 5m2
Occupation of public land (roads, footpaths etc) for events - Concession	N	Taxable	\$0.9 for every 5m2	\$0.9 for every 5m2
Power (per day)	N	Taxable	\$100.00	\$102.25
Open Space PLI Insurance Community	N	Taxable	\$30.00	\$30.65
Fairfield Amphitheatre				
Day Rate - Full	N	Taxable	\$350.00	\$357.90
Day Rate - Concession	N	Taxable	\$110.00	\$112.45
Power	N	Taxable	\$100.00	\$102.25
Kiosk	N	Taxable	\$90.00	\$92.00

Attachment 3 - 2018-19 Budget

Yarra City Council - Draft Budget 2018/19

Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Change Rooms	N	Taxable	\$90.00	\$92.00
Bond	N	GST Free	From \$100	From \$100
Burnley Circus Site				
Day Rate - Full (performance/event day)	N	Taxable	\$950.00	\$971.40
Day Rate - Full (non performance/event day)	N	Taxable	\$150.00	\$153.40
Day Rate - Concession	N	Taxable	NO CHARGE	NO CHARGE
Power (per day)	N	Taxable	\$100.00	\$102.25
Bond	N	GST Free	UP TO \$4,000	UP TO \$4,000
PERMITS				
Event Application Fee	N	Taxable	\$60.00	\$61.35
Market Permit (One Off fee) - Full	N	Taxable	\$400.00	\$409.00
Market Permit (One Off fee) - CONCESSION	N	Taxable	\$160.00	\$163.60
Minor Sound Permit	N	Taxable	\$50.00	\$51.15
Event Permit - Up to 100 persons with no structures and minimum risks				
Small Event Permit (per event day) - FULL	N	Taxable	\$105.00	\$107.35
Small Event Permit (per event day) - CONCESSION	N	GST Free	NO CHARGE	NO CHARGE
Event Permit - 100 persons 500 or with minimal structures and risks				
Medium Event Permit (per event day) - FULL	N	Taxable	\$260.00	\$265.85
Medium Event Permit (per event day) - CONCESSION	N	Taxable	\$105.00	\$107.35
Event Permit -500 or more persons or with significant structures or risks, as assessed by council officer				
Major Event Permit (per event day) - FULL	N	Taxable	\$450.00	\$460.15
Major Event Permit (per event day) - CONCESSION	N	Taxable	\$110.00	\$112.45
YARRA LEISURE CENTRES				
Casual Entry				
Adult Swim	N	Taxable	\$6.70	\$6.90
Concession Swim	N	Taxable	\$3.70	\$3.80
Child Swim	N	Taxable	\$3.40	\$3.50
Family Swim	N	Taxable	\$15.40	\$15.80
Adult Swim, Spa & Sauna	N	Taxable	\$12.80	\$13.10
Swim Upgrade to S/S/S	N	Taxable	\$6.20	\$6.40
Swim Upgrade to S/S/S Concession	N	Taxable	\$3.40	\$3.50
Swim, Spa & Sauna (concession)	N	Taxable	\$7.00	\$7.20
Locker	N	Taxable	\$3.00	\$3.10
10 x Locker	N	Taxable	\$27.00	\$27.60
City of Yarra Pensioner Swim	N	GST Free		
Spectator	N	GST Free	\$2.00	\$2.10
Bulk Tickets				
10 Adult Swims	N	Taxable	\$60.00	\$62.10
10 Concession Swim	N	Taxable	\$33.00	\$34.10
25 Adult Swims	N	Taxable	\$133.30	\$138.00
25 Adult Swims Concession	N	Taxable	\$73.30	\$75.90
10 Child Swims	N	Taxable	\$30.40	\$31.50
25 Child Swims	N	Taxable	\$67.70	\$70.00
10 Swim, Spa, Sauna & Steam Concession	N	Taxable	\$62.60	\$64.70
25 Swim, Spa, Sauna & Steam Concession	N	Taxable	\$139.00	\$143.90
10 Group Fitness	N	Taxable	\$147.60	\$151.20
10 Group Fitness Concession	N	Taxable	\$81.20	\$83.10
25 Group Fitness	N	Taxable	\$328.00	\$336.00

Attachment 3 - 2018-19 Budget

Yarra City Council - Draft Budget 2018/19

Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
25 Group Fitness Concession	N	Taxable	\$180.00	\$184.83
Lane Hire				
Commercial Lane Hire 25 metres	N	Taxable	\$47.00	\$48.10
Community Groups 25 Metres	N	Taxable	\$37.00	\$37.90
Commercial Lane Hire 50 metres	N	Taxable	\$62.00	\$63.40
Community Healthy Programs (Yarra Residents)	N	Taxable		
Monthly Debit Fees				
Joining Fee	N	Taxable	\$99.00	\$99.00
Full (fortnightly)**	N	Taxable	\$46.00	\$47.10
Full Concession (fortnightly)**	N	Taxable	\$25.30	\$25.90
Full Student (fortnightly)**	N	Taxable	\$42.80	\$43.80
Off Peak (fortnightly)**	N	Taxable	\$41.40	\$42.40
Off Peak Concession (fortnightly)**	N	Taxable	\$22.80	\$23.30
Off Peak Student (fortnightly)**	N	Taxable	\$37.30	\$38.10
Aquatic (fortnightly)**	N	Taxable	\$31.00	\$31.70
Aquatic Concession (fortnightly)**	N	Taxable	\$17.00	\$17.40
Aquatic Student (fortnightly)**	N	Taxable	\$25.50	\$26.10
Family 2 people (fortnightly)**	N	Taxable	\$83.60	\$85.50
Family 3 people (fortnightly)**	N	Taxable	\$94.90	\$97.10
Family 4 people (fortnightly)**	N	Taxable	\$105.60	\$108.00
Family 2 people Concession (fortnightly)**	N	Taxable	\$46.00	\$47.00
Family 3 people Concession (fortnightly)**	N	Taxable	\$52.20	\$53.40
Family 4 people Concession (fortnightly)**	N	Taxable	\$58.10	\$59.40
Full 50 plus (fortnightly)**	N	Taxable	\$41.50	\$42.50
Multi-Sport (fortnightly)**	N	Taxable	\$55.00	\$56.30
Multi-Sport Concession (fortnightly)**	N	Taxable	\$30.30	\$31.00
Multi-Sport Student (fortnightly)**	N	Taxable	\$48.00	\$49.10
Corporate (fortnightly)**	N	Taxable	\$41.50	\$42.50
Junior Gym (fortnightly)**	N	Taxable	\$22.20	\$22.70
Two Week Trial	N	Taxable	\$66.10	\$67.60
Program Classes				
Group Fitness	N	Taxable	\$16.40	\$16.80
Group Fitness (Concession)	N	Taxable	\$9.00	\$9.20
Gym				
Gym, Swim, Spa, Sauna & Steam	N	Taxable	\$25.00	\$25.60
Gym Concession	N	Taxable	\$13.80	\$14.10
LLLS Casual Fee	N	Taxable	\$8.00	\$8.20
10 x LLLS Casual Fee Concession	N	Taxable	\$44.00	\$45.00
25 x LLLS Casual	N	Taxable	\$192.20	\$164.00
LLLS Joining Fee	N	Taxable	\$44.10	\$45.10
Gym over 60's	N	Taxable	\$5.30	\$5.40
Personal Training				
½ hr (Casual)	N	Taxable	\$57.60	\$58.90
1 hr (Member)	N	Taxable	\$74.60	\$76.30
10 Visit Pass Member – ½ Hr	N	Taxable	\$453.20	\$463.40
10 Visit Pass Member – 1 Hr	N	Taxable	\$671.60	\$686.70
Tennis Courts (Per Hour)				
Peak	N	Taxable	\$28.60	\$29.30
Off Peak	N	Taxable	\$24.00	\$24.60
Peak Concession	N	Taxable	\$15.70	\$16.10
Off Peak Concession	N	Taxable	\$13.20	\$13.50
Member Peak (Member)	N	Taxable	\$21.80	\$22.30
Member Off Peak (Member)	N	Taxable	\$16.30	\$16.70
Occasional Care (previously titled Crèche)				
Existing fees charged during 2017/18 but not previously listed on fees & charges list:				
Occasional Care - Casual	N	GST Free	\$6.05	\$11.25

Attachment 3 - 2018-19 Budget

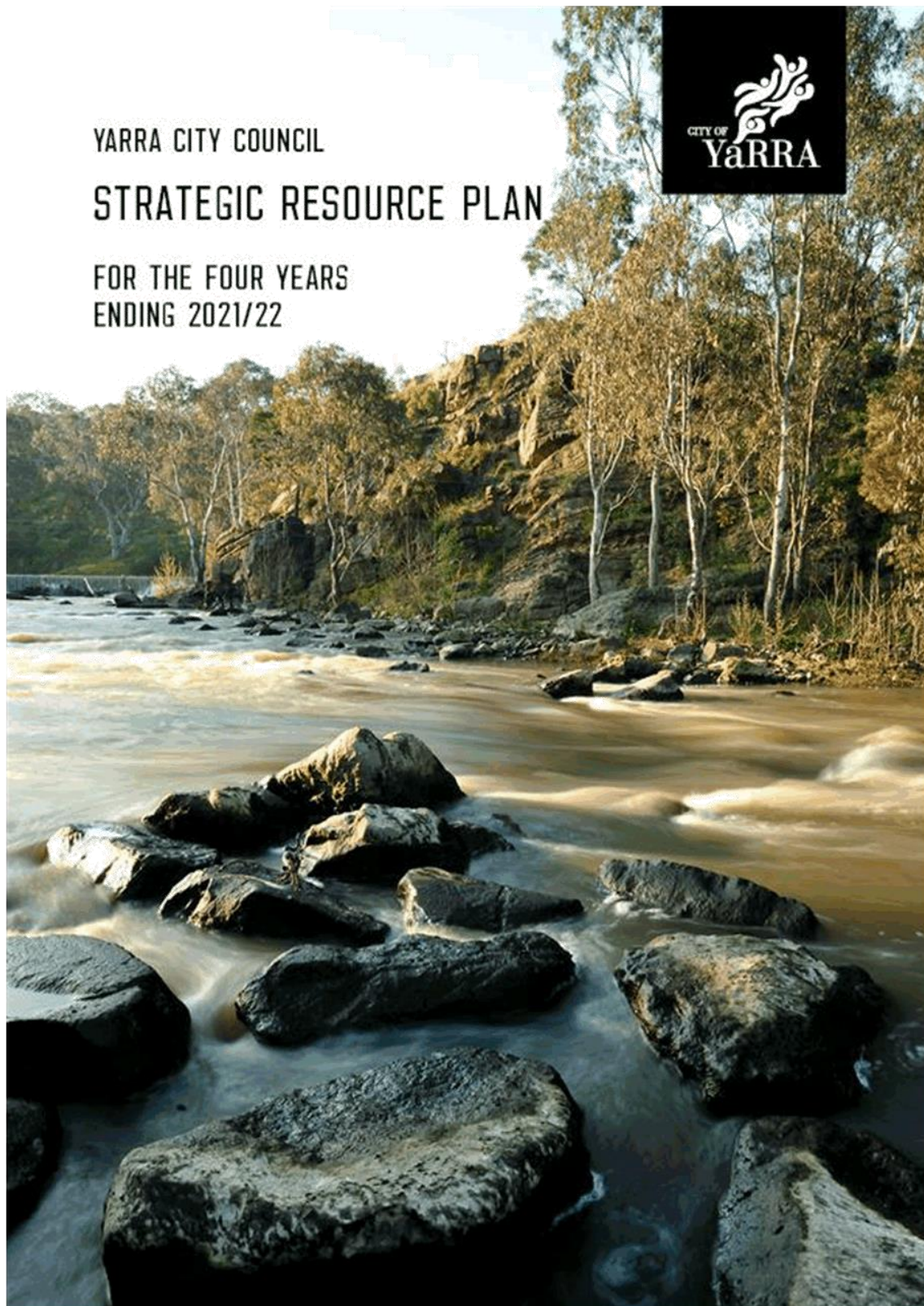
Yarra City Council - Draft Budget 2018/19

Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Occasional Care - Concession Casual	N	GST Free	\$3.08	\$4.30
Occasional Care - 10 sessions	N	GST Free	\$60.48	\$77.70
Occasional Care - 25 sessions	N	GST Free	\$151.19	\$194.30
Swim Lessons				
NEW: Start Up Fee (All Aquatic Programs)	N	Taxable	\$30.00	\$30.70
Swim Lessons Child - per lesson	N	GST Free	\$17.00	\$18.00
Child - Concession per lesson	N	GST Free	\$9.40	\$9.90
One on One Lessons	N	Taxable	\$50.00	\$51.20
NEW: Two on One Lessons	N	Taxable	\$90.00	\$92.00
Swim Lesson Child Fortnightly Debit**	N	GST Free	\$26.80	\$28.40
Swim Lesson Child - Concession Fortnightly Debit**	N	GST Free	\$14.70	\$15.60
School Lessons	N	GST Free	\$8.20	\$8.40
School Lessons Concession	N	GST Free	\$4.50	\$4.60
School Lane Hire	N	Taxable	\$50.00	\$51.20
District Squad (fortnightly)**	N	GST Free	\$28.50	\$29.20
Pre-State Squad (fortnightly)**	N	GST Free	\$41.60	\$42.60
State Squad (fortnightly)**	N	GST Free	\$53.50	\$54.70
National Squad (fortnightly)**	N	GST Free	\$64.00	\$65.50
District Squad Concession (fortnightly)**	N	GST Free	\$15.70	\$16.10
Pre-State Squad Concession (fortnightly)**	N	GST Free	\$22.90	\$23.40
State Squad Concession (fortnightly)**		GST Free	\$29.40	\$30.10
Programs - Myotherapy				
½ hr (Member)	N	Taxable	\$49.00	\$50.10
½ hr (Casual)	N	Taxable	\$58.60	\$59.90
1 hr (Member)	N	Taxable	\$88.50	\$90.50
1 hr (Casual)	N	Taxable	\$101.30	\$103.60
Multi-Sport Programs				
Squads	N	Taxable	\$17.00	\$17.40
Squads - Concession	N	Taxable	\$9.40	\$9.60
10 x Squads	N	Taxable	\$153.00	\$156.50
10 x Squads – Concession	N	Taxable	\$84.20	\$86.10
Two Week Trial	N	Taxable	\$79.00	\$80.80
Two Week Trial HD Concession	N	Taxable	\$43.50	\$44.40
Miscellaneous				
Replacement Card	N	Taxable		
Lost Locker Key	N	Taxable	\$10.30	\$10.60
Shower	N	Taxable	\$3.60	\$3.70
BURNLEY GOLF COURSE				
9 Holes - Adult	N	Taxable	\$20.00	\$20.50
9 Holes - Concession/Junior	N	Taxable	\$15.00	\$15.40
18 Holes - Adult	N	Taxable	\$25.50	\$26.10
18 Holes - Concession/Junior	N	Taxable	\$19.50	\$20.00
9 Holes - Weekend	N	Taxable	\$21.00	\$21.50
18 Holes Weekend	N	Taxable	\$27.00	\$27.60
1 Hour Lesson	N	Taxable	\$115.80	\$118.40
1/2 Hour Lesson	N	Taxable	\$57.20	\$58.50
6 Lesson Voucher	N	Taxable	\$285.50	\$291.90
Clinic	N	Taxable	\$115.80	\$118.40
Mini Clinic	N	Taxable	\$20.50	\$21.00
Twilight	N	Taxable	\$0.00	\$0.00

Attachment 3 - 2018-19 Budget

Yarra City Council - Draft Budget 2018/19

Fees and Charges Description	Statutory Fee (Y/N)	GST Status	2017/18 Adopted Fee	2018/19 Proposed Fee
Buggy Hire	N	Taxable	\$5.10	\$5.20
9 Hole Cart Hire	N	Taxable	\$26.50	\$27.10
9 Hole Single Cart Hire	N	Taxable	\$18.10	\$18.50
18 Hole Cart Hire	N	Taxable	\$44.10	\$45.10
18 Hole Single Cart Hire	N	Taxable	\$29.80	\$30.50
Practice Fees	N	Taxable	\$3.70	\$3.80
Competition Fees	N	Taxable	\$4.10	\$4.20
Hire Set	N	Taxable	\$14.60	\$15.00
ENGINEERING PLANNING				
Traffic Surveys (counts) - classified counts	N	GST Free	\$250.00	\$255.65
Parking signs - sign changes	N	Taxable	\$185.00	\$189.15
Drainage Fees (Levy) Willowview - High Care				
0 - 400m ²	N	GST Free	\$11.80	\$12.05
401 - 500m ²	N	GST Free	\$15.40	\$15.75
501 - 600m ²	N	GST Free	\$19.50	\$19.95
601 - 700m ²	N	GST Free	\$21.00	\$21.45
701 - 800m ²	N	GST Free	\$23.10	\$23.60
801 - 900m ²	N	GST Free	\$24.60	\$25.15
901 - 1000m ²	N	GST Free	\$25.60	\$26.20
1001m ² + (negotiable fee)	N	GST Free	\$25.60	\$26.20
WASTE MANAGEMENT				
Compost Bins 220lt BMW	N	Taxable	\$35.00	\$35.80
Hungry Bin	N	Taxable	\$280.00	\$286.30
Worm Farms RELN	N	Taxable	\$85.00	\$86.90
Worm Farms BMW	N	Taxable	\$50.00	\$51.15
Garbage 80lt MGB	N	GST Free	\$110.00	\$112.45
Garbage 120lt MGB	N	GST Free	\$145.00	\$148.25
Garbage 240lt MGB	N	GST Free	\$260.00	\$265.85
Residential (and Multi-Unit Developments per unit/apartment) MRB 120lt plus 80lt MGB	N	GST Free	\$180.00	\$184.05
Commercial Mobile Recycling Bin 120lt	N	GST Free	\$110.00	\$112.45
Commercial Mobile Recycling Bin 240lt	N	GST Free	\$110.00	\$112.45
Relocation of Street Litter Bins	N	Taxable	\$465.00	\$475.45
Commercial Mobile Recycling Bin 240lt plus 240lt Waste Bin	N	GST Free	\$265.00	\$270.95
Green Mobile Garbage Bin (GMGB)	N	GST Free	\$110.00	\$112.45
URBAN AGRICULTURE				
Footpath/nature strip garden permit fee	N	Taxable	\$20.00	\$20.00
Footpath/nature strip planter box yearly rental fee	N	Taxable	\$55.00	\$55.00
Footpath/nature strip planter box yearly rental fee - concession	N	Taxable	\$0.00	\$27.50



Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

Yarra City Council
STRATEGIC RESOURCE PLAN

Comprehensive Income Statement For the four years ended 2022

	2019	2020	2021	2022
	\$'000	\$'000	\$'000	\$'000
Income				
Rates and charges	108,937	112,735	116,620	120,544
Statutory fees and fines	29,570	30,070	30,570	31,070
User fees	28,041	28,541	29,041	29,541
Grants - operating	12,337	12,615	12,898	13,189
Grants - capital	1,151	1,201	1,251	1,301
Contributions - monetary	4,369	4,300	4,300	4,300
Contributions - non monetary	0	0	0	0
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	205	205	205	205
Fair value adjustments for investment property	0	0	0	0
Share of net profits or (loss) of associates and joint ventures	0	0	0	0
Other income	2,921	2,971	3,021	3,071
Total income	187,531	192,638	197,907	203,220
Expenses				
Employee costs	82,260	83,905	85,583	87,295
Materials and services	68,526	69,285	70,670	72,084
Bad and doubtful debts	1,980	1,950	1,920	1,890
Depreciation and amortisation	22,432	22,881	23,338	23,838
Borrowing costs	1,964	2,035	1,980	1,876
Other expenses	0	0	0	0
Total expenses	177,162	180,056	183,492	186,983
Surplus/(deficit) for the year	10,369	12,582	14,415	16,238
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment/(decrement)	0	52,204	0	52,465
Share of other comprehensive income of associates and joint ventures	0	0	0	0
Items that may be reclassified to surplus or deficit in future periods				
<<detail as appropriate>>				
Total comprehensive result	10,369	64,786	14,415	68,703

The above comprehensive income statement should be read in conjunction with the accompanying other information.

Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

Yarra City Council
STRATEGIC RESOURCE PLAN

Balance Sheet For the four years ended 2022

	2019	2020	2021	2022
	\$'000	\$'000	\$'000	\$'000
Assets				
Current assets				
Cash and cash equivalents	31,818	34,938	37,875	39,356
Trade and other receivables	16,366	17,047	17,821	18,690
Other financial assets	0	0	0	0
Inventories	130	130	130	130
Non-current assets classified as held for sale	696	696	696	696
Other assets	0	0	0	0
Total current assets	49,010	52,811	56,522	58,872
Non-current assets				
Trade and other receivables	255	255	255	255
Investments in associates and joint ventures	0	0	0	0
Property, infrastructure, plant and equipment	1,751,982	1,811,772	1,821,226	1,883,653
Investment property	0	0	0	0
Intangible assets	0	0	0	0
Total non-current assets	1,752,237	1,812,027	1,821,481	1,883,908
Total assets	1,801,247	1,864,838	1,878,003	1,942,781
Liabilities				
Current liabilities				
Trade and other payables	17,534	17,534	17,534	17,534
Trust funds and deposits	6,195	6,195	6,195	6,195
Provisions	15,215	15,215	15,215	15,215
Interest-bearing loans and borrowings	1,195	1,250	1,308	4,110
Total current liabilities	40,139	40,194	40,252	43,054
Non-current liabilities				
Provisions	1,416	1,416	1,416	1,416
Other liabilities	585	585	585	585
Interest-bearing loans and borrowings	42,572	41,322	40,014	33,287
Total non-current liabilities	44,573	43,323	42,015	35,288
Total liabilities	84,712	83,517	82,267	78,342
Net assets	1,716,535	1,781,321	1,795,736	1,864,439
Equity				
Accumulated surplus	610,383	622,965	637,380	653,618
Reserves	1,106,152	1,158,356	1,158,356	1,210,821
Total Equity	1,716,535	1,781,321	1,795,736	1,864,439

The above balance sheet should be read in conjunction with the accompanying other information.

Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

Yarra City Council
STRATEGIC RESOURCE PLAN

Statement of Changes in Equity For the four years ended 2022

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019				
Balance at beginning of the financial year	1,706,166	600,014	1,086,017	20,135
Surplus/(deficit) for the year	10,369	10,369	-	-
Net asset revaluation increment/(decrement)	0	-	-	-
Transfers to other reserves	4,369	0	-	4,369
Transfers from other reserves	-4,369	0	-	-4,369
Balance at end of the financial year	1,716,535	610,383	1,086,017	20,135
2020				
Balance at beginning of the financial year	1,716,535	610,383	1,086,017	20,135
Surplus/(deficit) for the year	12,582	12,582	-	-
Net asset revaluation increment/(decrement)	52,204	-	52,204	-
Transfers to other reserves	4,300	0	0	4,300
Transfers from other reserves	-4,300	0	-	-4,300
Balance at end of the financial year	1,781,321	622,965	1,138,221	20,135
2021				
Balance at beginning of the financial year	1,781,321	622,965	1,138,221	20,135
Surplus/(deficit) for the year	14,415	14,415	-	-
Net asset revaluation increment/(decrement)	0	-	-	-
Transfers to other reserves	4,300	0	0	4,300
Transfers from other reserves	-4,300	0	-	-4,300
Balance at end of the financial year	1,795,736	637,380	1,138,221	20,135
2022				
Balance at beginning of the financial year	1,795,736	637,380	1,138,221	20,135
Surplus/(deficit) for the year	16,238	16,238	0	0
Net asset revaluation increment/(decrement)	52,465	-	52,465	-
Transfers to other reserves	4,300	0	0	4,300
Transfers from other reserves	-4,300	0	0	-4,300
Balance at end of the financial year	1,864,439	653,618	1,190,686	20,135

The above statement of changes in equity should be read with the accompanying other information.

Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

Yarra City Council
STRATEGIC RESOURCE PLAN

Statement of Cash Flows
For the four years ended 2022

	2019	2020	2021	2022
	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)
	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities				
Rates and charges	107,847	111,608	115,454	119,338
Statutory fees and fines	28,092	28,567	29,042	29,517
User fees	28,041	28,541	29,041	29,541
Grants - operating	12,337	12,615	12,898	13,189
Grants - capital	1,151	1,201	1,251	1,301
Contributions - monetary	4,369	4,300	4,300	4,300
Interest received	0	0	0	0
Dividends received	0	0	0	0
Trust funds and deposits taken	0	0	0	0
Other receipts	2,921	2,971	3,021	3,071
Net GST refund/payment	0	0	0	0
Employee costs	-82,260	-83,905	-85,583	-87,295
Materials and services	-68,526	-69,285	-70,670	-72,084
Trust funds and deposits repaid	0	0	0	0
Other payments	0	0	0	0
Net cash provided by/(used in) operating activities	33,972	36,612	38,753	40,878
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	-25,700	-30,667	-32,992	-34,001
Proceeds from sale of property, infrastructure, plant and equipment	405	405	405	405
Payments for investments	0	0	0	0
Proceeds from sale of investments	0	0	0	0
Loans and advances made	0	0	0	0
Payments of loans and advances	0	0	0	0
Net cash provided by/(used in) investing activities	-25,295	-30,262	-32,587	-33,596
Cash flows from financing activities				
Finance costs	-1,964	-2,035	-1,980	-1,876
Proceeds from borrowings	0	0	32,500	0
Repayment of borrowings	-1,142	-1,195	-33,750	-3,925
Net cash provided by/(used in) financing activities	-3,106	-3,230	-3,230	-5,801
Net increase (decrease) in cash and cash equivalents	5,571	3,120	2,936	1,481
Cash and cash equivalents at the beginning of the financial year	26,247	31,818	34,938	37,875
Cash and cash equivalents at the end of the financial year	31,818	34,938	37,875	39,356

The above statement of cash flows should be read with the accompanying other information

Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

Yarra City Council
STRATEGIC RESOURCE PLAN

Statement of Capital Works
For the four years ended 2022

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
Property				
Land	0	0	0	0
Land improvements	0	0	0	0
Total land	0	0	0	0
Buildings	5,978	9,847	10,907	12,016
Heritage Buildings	0	0	0	0
Building improvements	0	0	0	0
Leasehold improvements	0	0	0	0
Total buildings	5,978	9,847	10,907	12,016
Total property	5,978	9,847	10,907	12,016
Plant and equipment				
Heritage plant and equipment	0	0	0	0
Plant, machinery and equipment	1,195	2,303	2,487	2,392
Fixtures, fittings and furniture	720	0	0	0
Computers and telecommunications	1,935	1,379	1,054	1,059
Library books	600	0	0	0
Total plant and equipment	4,450	3,682	3,541	3,451
Infrastructure				
Roads	7,142	8,653	8,828	9,023
Bridges	100	20	430	0
Footpaths and cycleways	1,101	1,104	1,050	1,068
Drainage	1,270	0	0	0
Recreational, leisure and community facilities	104	1,367	1,474	2,360
Waste management	70	85	75	75
Parks, open space and streetscapes	3,548	3,520	5,366	4,604
Aerodromes	0	0	0	0
Off street car parks	0	0	0	0
Other infrastructure	1,937	2,389	1,321	1,404
Total infrastructure	15,272	17,138	18,544	18,534
Total capital works expenditure	25,700	30,667	32,992	34,001
Represented by:				
New asset expenditure	230	1,340	3,550	1,725
Asset renewal expenditure	23,453	24,523	24,862	24,081
Asset expansion expenditure	0	0	0	0
Asset upgrade expenditure	2,017	4,804	4,580	8,195
Total capital works expenditure	25,700	30,667	32,992	34,001

The above statement of capital works should be read with the accompanying other information.

Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

Yarra City Council
STRATEGIC RESOURCE PLAN

Statement of Human Resources For the four years ended 2022

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
Staff expenditure				
Employee costs - Operating	81,098	82,720	84,374	86,062
Employee costs - Capital	1,162	1,185	1,209	1,233
Total staff expenditure	82,260	83,905	85,583	87,295
Staff numbers				
Employees	839.0	839.0	839.0	839.0
Total staff numbers	839.0	839.0	839.0	839.0

The above statement of human resources should be read with the accompanying other information.

Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

Yarra City Council
STRATEGIC RESOURCE PLAN

Other Information

For the four years ended 2022

1. Summary of planned capital works expenditure

2019	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	5,978	30	5,468	0	480	5,978	0	0	5,978	0
Total buildings	5,978	30	5,468	0	480	5,978	0	0	5,978	0
Total property	5,978	30	5,468	0	480	5,978	0	0	5,978	0
Plant and equipment										
Plant, machinery and equipment	1,195	0	1,195	0	0	1,195	0	0	1,195	0
Fixtures, fittings and furniture	720	0	720	0	0	720	0	0	720	0
Computers and telecommunications	1,935	0	1,935	0	0	1,935	0	0	1,935	0
Library books	600	0	600	0	0	600	0	0	600	0
Total plant and equipment	4,450	0	4,450	0	0	4,450	0	0	4,450	0
Infrastructure										
Roads	7,142	0	7,142	0	0	7,142	640	0	6,502	0
Bridges	100	0	100	0	0	100	0	0	100	0
Footpaths and cycleways	1,101	0	1,101	0	0	1,101	0	0	1,101	0
Drainage	1,270	0	1,270	0	0	1,270	0	0	1,270	0
Recreational, leisure and community facilities	104	0	104	0	0	104	0	0	104	0
Waste management	70	0	70	0	0	70	0	0	70	0
Parks, open space and streetscapes	3,548	0	3,548	0	0	3,548	0	0	3,548	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	1,937	200	200	0	1,537	1,937	400	0	1,537	0
Total infrastructure	15,272	200	13,535	0	1,537	15,272	1,040	0	14,232	0
Total capital works expenditure	25,700	230	23,453	0	2,017	25,700	1,040	0	24,660	0

Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

Yarra City Council
STRATEGIC RESOURCE PLAN

Other Information

For the four years ended 2022

1. Summary of planned capital works expenditure

2020	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	9,847	800	6,682	0	2,365	9,847	0	0	9,847	0
Total buildings	9,847	800	6,682	0	2,365	9,847	0	0	9,847	0
Total property	9,847	800	6,682	0	2,365	9,847	0	0	9,847	0
Plant and equipment										
Plant, machinery and equipment	2,303	0	2,303	0	0	2,303	0	0	2,303	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,379	0	1,379	0	0	1,379	0	0	1,379	0
Library books	0	0	0	0	0	0	0	0	0	0
Total plant and equipment	3,682	0	3,682	0	0	3,682	0	0	3,682	0
Infrastructure										
Roads	9,757	0	9,757	0	0	9,757	630	0	9,127	0
Bridges	20	0	20	0	0	20	0	0	20	0
Footpaths and cycleways	0	0	0	0	0	0	0	0	0	0
Drainage	0	0	0	0	0	0	0	0	0	0
Recreational, leisure and community facilities	3,520	40	3,480	0	0	3,520	0	0	3,520	0
Waste management	85	0	85	0	0	85	0	0	85	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	3,756	500	817	0	2,439	3,756	400	0	3,356	0
Total infrastructure	17,138	540	14,159	0	2,439	17,138	1,030	0	16,108	0
Total capital works expenditure	30,667	1,340	24,523	0	4,804	30,667	1,030	0	29,637	0

Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

Yarra City Council
STRATEGIC RESOURCE PLAN

Other Information

For the four years ended 2022

1. Summary of planned capital works expenditure

2021	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	10,906	2,593	5,433	0	2,880	10,906	0	0	10,906	0
Total buildings	10,906	2,593	5,433	0	2,880	10,906	0	0	10,906	0
Total property	10,906	2,593	5,433	0	2,880	10,906	0	0	10,906	0
Plant and equipment										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,487	55	2,432	0	0	2,487	0	0	2,487	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,054	0	1,054	0	0	1,054	0	0	1,054	0
Library books	0	0	0	0	0	0	0	0	0	0
Total plant and equipment	3,541	55	3,486	0	0	3,541	0	0	3,541	0
Infrastructure										
Roads	9,878	150	9,728	0	0	9,878	643	0	9,235	0
Bridges	430	0	430	0	0	430	0	0	430	0
Footpaths and cycleways	0	0	0	0	0	0	0	0	0	0
Drainage	0	0	0	0	0	0	0	0	0	0
Recreational, leisure and community facilities	5,366	600	4,766	0	0	5,366	0	0	5,366	0
Waste management	75	0	75	0	0	75	0	0	75	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	2,796	152	944	0	1,700	2,796	0	0	2,796	0
Total infrastructure	18,545	902	15,943	0	1,700	18,545	643	0	17,902	0
Total capital works expenditure	32,992	3,550	24,862	0	4,580	32,992	643	0	32,349	0

Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

Yarra City Council
STRATEGIC RESOURCE PLAN

Other Information

For the four years ended 2022

1. Summary of planned capital works expenditure

2022	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	12,015	545	5,370	0	6,100	12,015	0	0	12,015	0
Total buildings	12,015	545	5,370	0	6,100	12,015	0	0	12,015	0
Total property	12,015	545	5,370	0	6,100	12,015	0	0	12,015	0
Plant and equipment										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,392	0	2,392	0	0	2,392	0	0	2,392	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,059	0	1,059	0	0	1,059	0	0	1,059	0
Library books	0	0	0	0	0	0	0	0	0	0
Total plant and equipment	3,451	0	3,451	0	0	3,451	0	0	3,451	0
Infrastructure										
Roads	10,091	0	10,091	0	0	10,091	657	0	9,434	0
Bridges	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	0	0	0	0	0	0	0	0	0	0
Drainage	0	0	0	0	0	0	0	0	0	0
Recreational, leisure and community facilities	4,604	880	3,724	0	0	4,604	0	0	4,604	0
Waste management	75	0	75	0	0	75	0	0	75	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	3,765	300	1,370	0	2,095	3,765	0	0	3,765	0
Total infrastructure	18,535	1,180	15,260	0	2,095	18,535	657	0	17,878	0
Total capital works expenditure	34,001	1,725	24,081	0	8,195	34,001	657	0	33,344	0

Attachment 4 - 2018-19 - 2012/22 Strategic Resource Plan

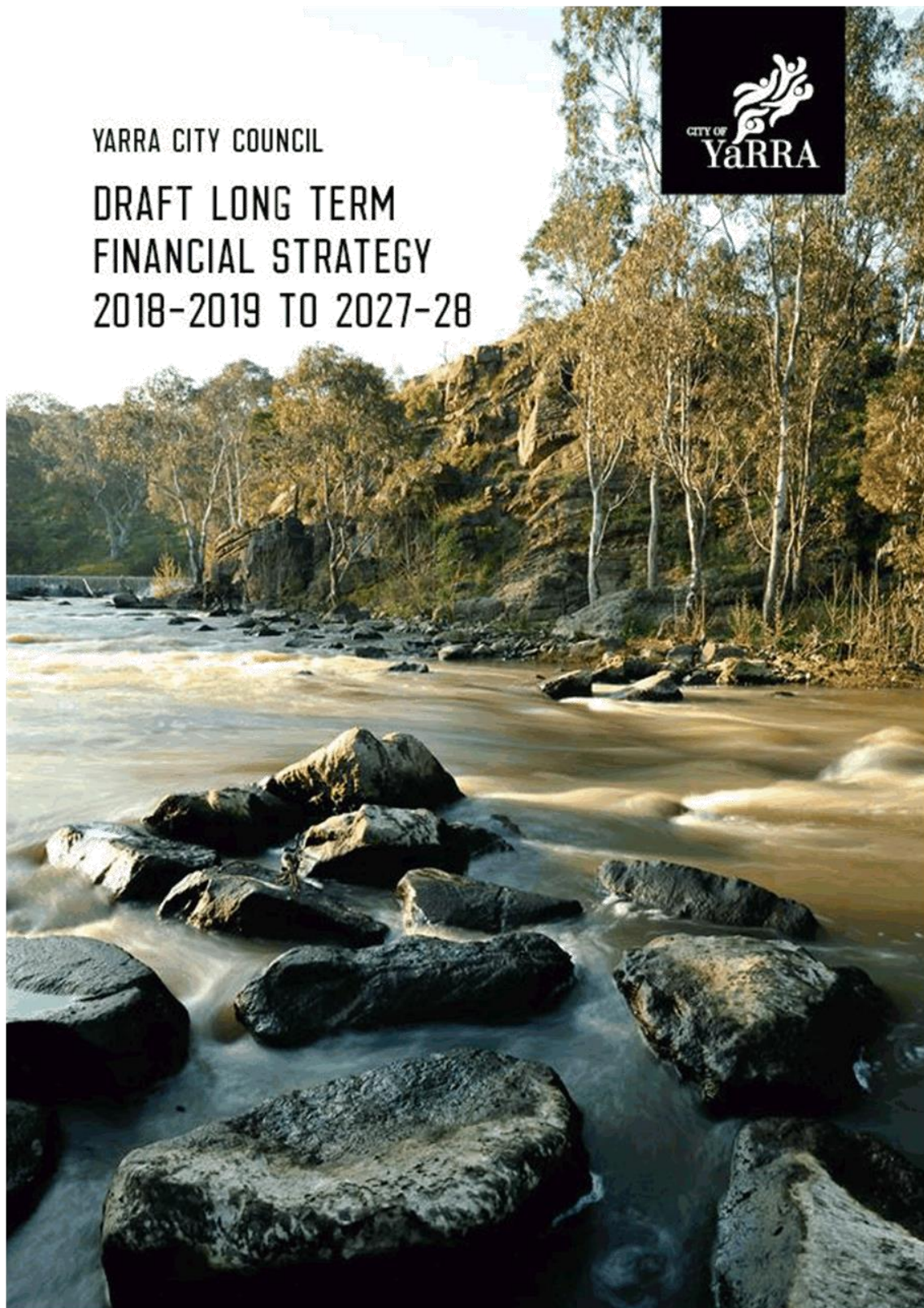
Yarra City Council
STRATEGIC RESOURCE PLAN

Other Information For the four years ended 2022

2. Summary of planned human resources expenditure

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
CEO Division				
Permanent - Full time	3,991	4,071	4,152	4,235
Permanent - Part time	1,275	1,301	1,327	1,353
Casual / Temporary	516	526	537	548
Total - CEO Division	5,782	5,898	6,016	6,136
Corporate, Business and Financial Services				
Permanent - Full time	9,983	10,183	10,386	10,594
Permanent - Part time	1,956	1,995	2,035	2,076
Casual / Temporary	2,451	2,500	2,550	2,601
Total - Corporate, Business and Financial Services	14,390	14,678	14,971	15,271
Community Wellbeing				
Permanent - Full time	18,906	19,284	19,670	20,063
Permanent - Part time	12,150	12,393	12,641	12,894
Casual / Temporary	4,586	4,678	4,771	4,867
Total - Community Wellbeing	35,642	36,355	37,082	37,824
Planning and Placemaking				
Permanent - Full time	8,843	9,020	9,200	9,384
Permanent - Part time	988	1,008	1,028	1,048
Casual / Temporary	690	704	718	732
Total Planning and Placemaking	10,521	10,731	10,946	11,165
City Works and Assets (inc capitalised labour costs)				
Permanent - Full time	14,259	14,544	14,835	15,132
Permanent - Part time	559	570	582	593
Casual / Temporary	1,107	1,129	1,152	1,175
Total City Works and Assets (inc capitalised labour costs)	15,925	16,244	16,568	16,900
Total staff expenditure	82,260	83,905	85,583	87,295
	FTE	FTE	FTE	FTE
CEO Division				
Permanent - Full time	28.84	28.84	28.84	28.84
Permanent - Part time	12.25	12.25	12.25	12.25
Casual / Temporary	5.49	5.49	5.49	5.49
Total - CEO Division	46.58	46.58	46.58	46.58
Corporate, Business and Financial Services				
Permanent - Full time	117.62	117.62	117.62	117.62
Permanent - Part time	22.20	22.20	22.20	22.20
Casual / Temporary	27.30	27.30	27.30	27.30
Total - Corporate, Business and Financial Services	167.12	167.12	167.12	167.12
Community Wellbeing				
Permanent - Full time	187.59	187.59	187.59	187.59
Permanent - Part time	149.48	149.48	149.48	149.48
Casual / Temporary	53.99	53.99	53.99	53.99
Total - Community Wellbeing	391.06	391.06	391.06	391.06
Planning and Placemaking				
Permanent - Full time	75.00	75.00	75.00	75.00
Permanent - Part time	9.54	9.54	9.54	9.54
Casual / Temporary	6.84	6.84	6.84	6.84
Total Planning and Placemaking	91.38	91.38	91.38	91.38
City Works and Assets (inc capitalised labour costs)				
Permanent - Full time	124.60	124.60	124.60	124.60
Permanent - Part time	5.44	5.44	5.44	5.44
Casual / Temporary	12.84	12.84	12.84	12.84
Total City Works and Assets (inc capitalised labour costs)	142.88	142.88	142.88	142.88
Total staff numbers	839.02	839.02	839.02	839.02

Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28



Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28

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Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28

1. INTRODUCTION

This Long Term Financial Strategy (LTFS) has been reviewed and updates the strategy adopted by Council in 2017-18.

Key parameters of the LTFS are detailed below:

- Annual rates increase at the current Essential Services Commission (ESC) rate cap level (2.25%) for the duration of the LTFS; and
- Efficiency target of \$500k recurrent expenditure savings built into each year.

The LTFS document is updated annually as part of the budget preparation process. It is subject to ongoing review and may be updated during the budget year if and when required.

2. OBJECTIVE

Council prepares a 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 allow Council to:

- maintain delivery of Council services to the community;
- allow for timely renewal of Council assets;
- provide a reasonable level of funding for asset upgrades, new assets and operating new initiatives;
- have sufficient cash liquidity to meet operational requirements; and
- maintain low risk financial sustainability ratings.

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 Ratio
- Renewal Gap
- Net Result
- Indebtedness

Other indicators are:

- Debt Commitment
- Self-Financing
- Unrestricted Cash
- Capital Replacement

Descriptions of each of these indicators together with the target range sought is provided in Appendix 1 – Key Financial Indicator Definitions.

Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28

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 total potential revenue over the timespan of the LTFS and Council has less control via rates to respond to financial shocks. Council also has a \$32.5m interest only loan due to be repaid in 2020-21; it is anticipated that Council will need to borrow funds to repay this loan.

A critical element of the assumptions is the allocated expenditure to the Capital Works Program. The LTFS assumes 100% of the capital program will be delivered in each year.

This LTFS also proposes to establish a set of financial principles that provide guidance for Council's financial strategy. These are detailed in Appendix 2 – Financial Strategy Principles.

4. FINANCIAL POSITION BACKGROUND

Council's current financial position (predicted 30 June 2018) is constrained and cash 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.

In addition to on-going delivery of established Council services and program of Council asset renewals, Council also receives a variety of requests from the community for new services, expanded service delivery, asset upgrades and new community assets. Council currently has a very limited capacity in discretionary funds to respond to these needs.

Council borrowed funds in November 2014 via the Local Government Funding Vehicle (LGFV) bond sponsored by the Municipal Association of Victoria. This seven year loan of \$32.5 million provided funding for a call on the defined benefit superannuation liability, 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. An additional loan of \$13.5 million was drawn down in 2016-17 to fund the construction of Bargoonga Nganjin, North Fitzroy Library. This loan is funded on a principal and interest basis and will be repaid by the end of the LTFS.

5. 2018-19 BUDGET POSITION

The 2018-19 Operating Budget supports many services to the community and also provides for a cash surplus that is used to fund Council's Capital Works Program. The Capital Works Program is critical to Council's ability to maintain, enhance and build assets that meet community needs and underpin the delivery of Council services.

At the adoption of the 2017/18 Budget, Council introduced a liquidity ratio target of 1.4, to be achieved by 30 June 2021 (end of year 3 of this LTFS). The LTFS has been planned to achieve this target mainly by reducing capital spend over the next three years. This will not adversely impact the risk rating associated with Council's Investment Renewal Gap Indicator (refer section 12, Key Indicators).

5.1 CASH HOLDINGS

Council's total cash holding at 30 June 2017 was \$34.1 million.

For 2017/18 budget year in progress, Council is budgeting for a cash holding at 30 June 2018 of \$26.2m (assuming 100% capital budget spend).

For the 2018/19 budget year (the first year of the LTFS), the end of year cash position at 30 June 2019 is expected to be \$31.8 million (assuming 100% capital budget spend).

Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28

5.1.1 WORKING CAPITAL

Council's working capital, as measured by a liquidity ratio of 1.1 expected at the end of the 2017/18 budget year in progress, is low. Whilst this ratio is regarded by the Victorian Auditor-General's Office (VAGO) as being low risk in terms of financial sustainability, it is only just above the upper bound (1.0) of the medium risk category. Furthermore, it limits Council's ability to respond to unforeseen financial shocks and pressures.

Under the LTFS, the liquidity ratio will improve to 1.2 at the end of the 2018/19 budget year (the first year of the LTFS) and to the target ratio of 1.4 by the end of the 2020/21 (year 3 of the LTFS). The target ratio of 1.4 will be comfortably within the VAGO low risk range and provide an improved ability to respond to unforeseen financial shocks and pressures.

5.1.2 OPEN SPACE RESERVE

An Open Space Reserve exists for the purpose of holding contributions received as Public Open Space Levies triggered by property development. These funds are acquitted on eligible open space capital works projects. The expectation is that the funds received in any given budget year will generally be fully acquitted on the eligible open space capital works projects in the same budget year. Any balances in the reserve will be due to variations in timing between levy receipts and acquittal against qualifying projects. Funds are not expected to accumulate in the reserve.

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

Council's working capital is low. A reduced capital works program over the next three years is planned to assist with improving Council's working capital and liquidity ratio. Nonetheless, additional revenue opportunities and expenditure savings will continue to be sought, including the recurrent efficiency dividend that applies to each year of the LTFS.

6.2 ACQUISITION OF NEW PUBLIC OPEN SPACE

Council has a stated goal of seeking to acquire land for new public open space. Since 2016-17, the LTFS has aligned the acquisition of strategic open space assets with rationalisation of surplus Council assets and asset sales income. This is still a goal in the medium to long term, and could be achieved through leasing or partnerships with external parties.

6.3 RATE CAPPING

For the 2016-17 budget year a rate capping scheme (the Fair Go Rates System) was introduced by the Victorian Government, with the scheme administered by the Essential Services Commission (ESC). Under this scheme the Minister for Local Government will declare the applicable rate cap for each budget year ahead of the period in which Council must prepare and adopt its annual budget.

The Minister for Local Government has declared the rate cap level for 2018-19 at 2.25%. This follows rate caps of 2% in 2017-18 and 2.5% in 2016-17.

In the LTFS, is assumed that the rate capping scheme will remain in place for the duration of the LTFS; a prediction has been made of likely future rate caps as detailed in Table 1.

Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28

Table 1 - PREDICTED RATE CAPS

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Predicted Rate Cap	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%

If the rate cap increases are less than predicted and additional revenue sources are not available, Council may be required to cease provision of some services, reduce service levels, reduce the capital works program, or undertake some combination of these actions.

6.4 LOAN BORROWINGS

The introduction of rate capping as well as debt required to be repaid in the short term, has had a significant impact on the LTFS and challenged 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 LTFS includes refinancing of the \$32.5 million interest only loan when it becomes due in 2020-21, with the refinanced loan to be on a principal and interest basis, which will ultimately allow for the retirement of this debt. The \$13.5 million loan is to be repaid on a principal and interest term and will be fully redeemed by the end of the 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 indebtedness ratio is expected to be 27.3% at the end of the current 2017-18 budget year. It will improve to 25.6% at the end of year 1 (2018-19) and will further improve steadily throughout the life to the LTFS to reduce the risk to Council (for details refer section 12, Key Indicators).

Further borrowing may need to occur to provide Council with contingency funds should the need arise, e.g. a further call on the Defined Benefit Superannuation obligation.

6.5 MOTOR VEHICLE FLEET – OWNERSHIP/LEASING

Council's motor vehicle fleet (comprising passenger cars, utility vehicles and trucks) 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 for a portion of the Council owned and managed part of the fleet. For 2018-19 (LTFS year 1), the net capital allocation for all motor vehicles is \$0.715 million.

The overall size of the Council motor vehicle fleet, and the mix of Council owned versus leased vehicles is subject to ongoing review and adjustment, with the guiding principle being providing lowest overall cost to Council whilst maintaining Council service levels at the required standards.

6.6 COUNCIL PROPERTY

Council recently adopted the Property Strategy 2018, which provides a holistic framework for the management of all Council property assets and establishes guiding principles for the alignment of Council's property portfolio with its future community and service delivery requirements.

The strategy includes a classification and assessment framework to guide Council decision making with regards to property.

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6.7 FEES AND CHARGES POLICY

It is proposed that Council adopt a Fees and Charges Policy that provides guidance (specific to each fee/charge category and user group) about how fees and charges will be set in the Schedule of Fees and Charges in each annual Council budget. The Fees and Charges Policy will take account of cost of service provision and objectives for the level of subsidy, cost recovery or return on investment for each service and user group as appropriate and aligned with Council objectives. Compliance with competitive neutrality requirements will also be considered where applicable.

It is anticipated a fees and charges policy will be developed in 2018/19.

6.8 NEW POPULATION AND DEVELOPMENT

Yarra is experiencing growth in population and households as outlined in Table 2.

Table 2 – CITY OF YARRA FORECAST POPULATION AND HOUSEHOLDS

	Year			
	2016	2021	2026	2031
Total Population	92,610	103,830	113,705	122,022
Pop. in private dwellings	90,637	101,520	111,047	119,018
Households	42,593	47,486	51,884	56,024
Average household size	2.13	2.14	2.14	2.12
Change in population				
Net change (5 years)		11,220	9,875	8,317
Average annual change		2.3%	1.8%	1.4%
Change in households				
Net change (5 years)		4,894	4,397	4,140
Average annual change		2.2%	1.8%	1.5%

Source: *Victoria in Future 2016*

Growth in number of households is expected to be an average of 2.3% p.a. through to 2021, and then grow at the slightly lower average annual rate of 1.8% for the five years to 2026.

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 achieved within the existing workforce allocation.

6.9 ENHANCED DEBTOR MANAGEMENT

A significant task to improve debt management is being undertaken by the organisation, as directed by Council in the adoption of the 2017/18 budget. This involves the review of historical debt across all aspects of Council's operations.

6.10 LEGAL FEES

An allocation has been made within the LTFS to accommodate estimated legal fees required for the normal operations of Council, and in relation to legal services required for specific legal cases involving Council. No allocation has been made for potential settlement costs related to legal cases, as these are highly uncertain in terms of likely outcome, quantum and timing.

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6.11 ASSET RENEWAL, NEW AND UPGRADE EXPENDITURE

Information from Council's Asset Management Plans inform Council's capital expenditure priorities.

As part of the preparation of this LTFS the cost of works has been indexed to reflect the future cost of works in years 2-10 of the LTFS. In the continued analysis and maturing of Council's long term financial and capital works planning, varying approaches to the application of future cost escalations have been noted. Officers have made some changes as a part of the 2018/2019 budget and will make further adjustments through 2018/2019, with no material impact on the 2018/2019 financial year.

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 asset and asset upgrade capital expenditure and new initiatives in operations will be very low (\$2 million) in 2018-19 and remain relatively low in the short to medium term of this LTFS. Renewal of assets is prioritised to enhance financial sustainability.

7. KNOWN MATTERS TO BE QUANTIFIED

7.1 FUTURE INITIATIVES

A number of other key initiatives have also been identified as having potential for significant impact on the LTFS but are unquantified at this time. These include:

- Fitzroy Town Hall precinct – master planning for future use and associated capital works
- Vere Street, Abbotsford precinct including Soldiers and Sailors Hall – master planning for future use and associated capital works
- Gasworks site including possible Indoor Sports Stadium and relocation of depot activities currently at that site

For each of these initiatives, the 2018-19 budget (LTFS year 1) includes funding to progress with feasibility studies and/or conceptual designs, but there is no provision in the LTFS future years for the entire program of works that may potentially arise.

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 case settlement costs.
- Costs associated with changes arising from the reform of the HACC service and NDIS.

The LTFS will be updated as required to incorporate these matters when additional information is obtained in relation to these or any other matters.

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8. OPERATING ACTIVITIES

The LTFS statement of financial performance related to the operating activities of Council is presented in Table 3.

Table 3 - FINANCIAL PERFORMANCE (\$'000)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income										
Rates - general	108,937	112,735	116,620	120,544	124,658	128,765	133,066	137,260	141,548	145,932
Statutory fees and fines	29,570	30,070	30,570	31,070	31,570	32,070	32,570	33,070	33,570	34,070
User fees	28,041	28,541	29,041	29,541	30,041	30,541	31,041	31,541	32,041	32,541
Grants - operating	12,337	12,615	12,898	13,189	13,485	13,789	14,099	14,416	14,741	15,072
Grants - capital	1,151	1,201	1,251	1,301	1,351	1,401	1,451	1,501	1,551	1,601
Contributions - monetary	4,369	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
Net gain (loss) on disposal of property, infrastructure and plant & equipment	205	205	205	205	205	205	205	205	205	205
Other income	2,921	2,971	3,021	3,071	3,121	3,171	3,221	3,271	3,321	3,371
Total income	187,531	192,638	197,907	203,220	208,731	214,242	219,953	225,564	231,276	237,093
Expenses										
Employee costs	82,260	83,905	85,583	87,295	89,041	90,822	92,638	94,491	96,381	98,308
Materials & services	68,526	69,285	70,670	72,084	73,525	74,996	76,496	78,026	79,586	81,178
Depreciation & amortisation	22,432	22,881	23,338	23,838	24,338	24,838	25,338	25,838	26,338	26,838
Bad and doubtful debts	1,980	1,950	1,920	1,890	1,860	1,830	1,800	1,770	1,740	1,710
Borrowing costs	1,964	2,035	1,980	1,876	1,692	1,498	1,296	1,084	862	750
Other expenses	-	-	-	-	-	-	-	-	-	-
Total expenses	177,162	180,056	183,492	186,983	190,456	193,983	197,568	201,209	204,907	208,784
Net surplus (deficit)	10,369	12,582	14,415	16,238	18,275	20,258	22,385	24,356	26,370	28,308
Net asset revaluation	-	52,204	-	52,465	-	52,727	-	52,991	-	53,256
Comprehensive result surplus (deficit)	10,369	64,786	14,415	68,703	18,275	72,985	22,385	77,346	26,370	81,564

OPERATING ACTIVITIES REVENUE

RATE REVENUE

Council no longer has unrestricted 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 of rate revenue are outlined in Table 4.

Table 4 - RATES ESTIMATES (\$'000)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
General rates raised	107,422	111,271	115,206	119,229	123,343	127,550	131,852	136,045	140,333	144,718
Bridge Rd special rate	187	187	187	187	187	187	187	187	187	187
Supplementary rates	1,200	1,200	1,200	1,200	1,200	1,100	1,100	1,100	1,100	1,100
Other rate revenue & offsets	128	78	28	(73)	(73)	(73)	(73)	(73)	(73)	(73)
Totals	108,937	112,735	116,620	120,544	124,658	128,765	133,066	137,260	141,548	145,932

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.

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FEES AND CHARGES

Fees and Charges assist Council to offset the cost of some service delivery directly with user payment rather than funding through rates income.

Statutory Charges are not within Council's control and therefore may not in general reflect movements in Council costs. Some statutory costs are indexed at the Consumer Price Index (CPI), whereas others (e.g. statutory planning charges) are not indexed but rather adjusted on an ad hoc basis.

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. The LTFS estimates of parking revenue are shown in Table 5.

Table 5 - PARKING REVENUE ESTIMATES (\$'000)

	Year 1 2018-19	Year 2 2019-20	Year 3 2020-21	Year 4 2021-22	Year 5 2022-23	Year 6 2023-24	Year 7 2024-25	Year 8 2025-26	Year 9 2026-27	Year 10 2027-28
Parking Revenue	29,570	30,070	30,570	31,070	31,570	32,070	32,570	33,070	33,570	34,070

Council's total income from parking enforcement, permits and parking meter income is significant at \$29.6 million in 2018/19 (year 1 of LTFS), being 16% of total Council revenue.

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 2018-19. Any increase will relate to changes in Yarra's population.

INTEREST INCOME

Interest income is based on predicted cash flow, cash balances and CPI.

GAIN ON SALE OF ASSETS

An amount of \$0.2 million has been allowed for gain on sale of assets in 2018-19, largely reflecting that disposal values achieved for Council fleet vehicles generally exceed the written-down value of the vehicles. This amount is not expected to grow over the lifetime of the LTFS, with on-going review and rationalisation of the fleet mix.

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OPERATING ACTIVITIES EXPENSES

EMPLOYEE COSTS

Employee benefits include all labour related expenditure, including agency staff. Employee costs are largely governed by Council's Enterprise Bargaining Agreement that is under negotiation now, with the resulting agreement influencing employee costs in 2018-19 (year 1 of the LTFS). For years 2-10 an estimate has been provided that is based on predicted average weekly earnings increases. No allowance has been made in the LTFS for:

- additional labour expenses to related to the impact of expected population and dwelling growth; and
- possible further contributions to a top-up call from the Local Government Defined Benefits Scheme (Vision Super).

CONTRACTS

Contract costs generally increase in excess of the CPI, 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 permanent reduction of \$500,000 (in real terms) for expenditure on materials and services is included in each year as an efficiency dividend, with the reduction to be maintained in real terms as a recurrent saving throughout the entire duration of the LTFS.

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 component of this cost.

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% p.a. over the duration of the LTFS.

DOUBTFUL DEBTS

Bad and doubtful debts expenses are forecast to decrease slightly across the timeframe of the LTFS, reflecting a more proactive approach to debtor management.

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9. CAPITAL WORKS EXPENDITURE

Council's long term capital works plan incorporated into the LTFS is shown in Table 6.

Table 6 – ESTIMATED CAPITAL EXPENDITURE (\$'000)

Expenditure Type	Year 1 2018-19	Year 2 2019-20	Year 3 2020-21	Year 4 2021-22	Year 5 2022-23	Year 6 2023-24	Year 7 2024-25	Year 8 2025-26	Year 9 2026-27	Year 10 2027-28
Asset Renewals	23,453	24,523	24,862	24,081	24,826	25,294	27,446	29,551	30,142	31,413
Asset Upgrades	2,017	4,804	4,580	8,195	7,143	2,355	3,240	2,440	2,700	1,700
New Assets	230	1,340	3,550	1,725	2,712	7,725	5,395	4,812	4,697	4,889
Total	25,700	30,667	32,992	34,001	34,681	35,374	36,081	36,803	37,539	38,002

Note that asset renewal includes improvements that bring existing assets to a current equivalent standard or performance capability. For example, replacement of an aged kitchen to current design standards. Upgrade of an asset is restricted to an increase in asset capacity.

Ongoing review of the classification of expenditure between operating and capital for both budgeting and actual expenditure recording is being undertaken. Typically a significant transfer of expenditure 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 in the first instance.

ASSET RENEWAL CAPITAL WORKS

Asset renewal has been incorporated within the LTFS in accordance with the adopted asset management plans. These include:

- Roads
- Buildings
- Open Space
- Drainage
- Information Systems

Asset renewal expenditure has been indexed accordingly for the asset type.

Renewal expenditure has been reduced to reflect the move to leasing of motor vehicles.

NEW AND UPGRADE CAPITAL WORKS

The new assets and asset upgrade portions of the capital works program have been based on assessments undertaken for the 2018-19 budget preparation.

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10. FINANCIAL POSITION

The LTFS statement of Council's financial position is presented in Table 7.

Table 7 - FINANCIAL POSITION (\$'000)

	Year 1 2018-19	Year 2 2019-20	Year 3 2020-21	Year 4 2021-22	Year 5 2022-23	Year 6 2023-24	Year 7 2024-25	Year 8 2025-26	Year 9 2026-27	Year 10 2027-28
Assets										
Current assets										
Cash and cash equivalents	31,818	34,938	37,875	39,356	42,413	46,971	53,149	60,766	69,842	80,584
Trade and other receivables	16,366	17,047	17,821	18,690	19,655	20,717	21,876	23,132	24,486	25,939
Other financial assets	0	0	0	0	0	0	0	0	0	0
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
Other assets	0	0	0	0	0	0	0	0	0	0
Total current assets	49,010	52,811	56,522	58,872	62,895	68,514	75,851	84,724	95,154	107,348
Non-current assets										
Trade and other receivables	255	255	255	255	255	255	255	255	255	255
Property, infrastructure and plant & equipment	1,751,982	1,811,772	1,821,226	1,883,653	1,893,796	1,956,859	1,967,403	2,031,159	2,042,160	2,106,380
Intangible assets	0	0	0	0	0	0	0	0	0	0
Total non-current assets	1,752,237	1,812,027	1,821,481	1,883,908	1,894,051	1,957,114	1,967,658	2,031,414	2,042,415	2,106,635
Total Assets	1,801,247	1,864,838	1,878,003	1,942,781	1,956,946	2,025,628	2,043,508	2,116,138	2,137,569	2,213,983
Liabilities										
Current liabilities										
Trade and other payables	17,534	17,534	17,534	17,534	17,534	17,534	17,534	17,534	17,534	17,534
Trust funds and deposits	6,195	6,195	6,195	6,195	6,195	6,195	6,195	6,195	6,195	6,195
Provisions	15,215	15,215	15,215	15,215	15,215	15,215	15,215	15,215	15,215	15,215
Interest bearing loans and borrowings	1,195	1,250	1,308	4,110	4,303	4,505	4,717	4,939	3,453	3,755
Total current liabilities	40,139	40,194	40,252	43,054	43,247	43,449	43,661	43,883	42,397	42,699
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 liabilities	585	585	585	585	585	585	585	585	585	585
Interest bearing loans and borrowings	42,572	41,322	40,014	33,287	28,984	24,479	19,762	14,823	11,370	5,918
Total non-current	44,573	43,323	42,015	35,288	30,985	26,480	21,763	16,824	13,371	7,919
Total liabilities	84,712	83,517	82,267	78,342	74,232	69,929	65,424	60,707	55,768	50,618
Net assets	1,716,535	1,781,321	1,795,736	1,864,439	1,882,714	1,955,699	1,978,084	2,055,431	2,081,801	2,163,365
Equity										
Accumulated surplus	610,383	622,965	637,380	653,618	671,893	692,151	714,536	738,892	765,261	793,570
Reserves	1,106,152	1,158,356	1,158,356	1,210,821	1,210,821	1,263,548	1,263,548	1,316,539	1,316,539	1,369,795
Total equity	1,716,535	1,781,321	1,795,736	1,864,439	1,882,714	1,955,699	1,978,084	2,055,431	2,081,801	2,163,365

ASSETS

RECEIVABLES

Current receivables (net) are forecast to be \$16.4 million at the end of 2018-19 (LTFS year 1). This is anticipated to increase by 5% on average each year across the LTFS.

INVENTORIES AND ASSETS HELD FOR SALE

The remaining current asset items have been left at budgeted 2017/18 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 0.5% has been allowed every two years from 2018-19 for the asset revaluation increment.

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OTHER RECEIVABLES

Non-current receivables have been left at budgeted 2017/18 levels.

LIABILITIES

PAYABLES

Payables are forecast to be \$17.5 million at the end of 2018-19 (LTFS year 1) and remain stable across the LTFS.

TRUST FUNDS

Trust funds are forecast to be \$6.2 million at end 2018-19 and remain stable across the LTFS.

EMPLOYEE PROVISIONS (CURRENT AND NON-CURRENT)

Employee provisions are forecast to be \$16.6 million at end 2018-19 and remain stable across the LTFS.

INTEREST BEARING LOANS AND BORROWINGS

Loans are based on repayment schedules for two loans of \$32.5 million and \$13.5 million. The \$32.5 million loan will be refinanced in 2020-21 on a principal and interest basis, and the \$13.5 million loan will be fully redeemed by the end of the LTFS.

OPEN SPACE RESERVE

The open space reserve is forecast to be fully acquitted during the 2018-19 financial year. This will continue through the 10-year period.

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11. CASH FLOW

The LTFS statement of Council's cash flow is presented in Table 8.

Table 8 - CASH FLOWS (\$'000)

	Year 1 2018-19	Year 2 2019-20	Year 3 2020-21	Year 4 2021-22	Year 5 2022-23	Year 6 2023-24	Year 7 2024-25	Year 8 2025-26	Year 9 2026-27	Year 10 2027-28
Cash flows from operating activities										
Receipts										
Rates	107,847	111,608	115,454	119,338	123,411	127,477	131,735	135,887	140,132	144,473
Statutory fees & fines	28,092	28,567	29,042	29,517	29,992	30,467	30,942	31,417	31,892	32,367
User fees	28,041	28,541	29,041	29,541	30,041	30,541	31,041	31,541	32,041	32,541
Grants operating	12,337	12,615	12,898	13,189	13,485	13,789	14,099	14,416	14,741	15,072
Grants capital	1,151	1,201	1,251	1,301	1,351	1,401	1,451	1,501	1,551	1,601
Contributions	4,369	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
Other receipts	2,921	2,971	3,021	3,071	3,121	3,171	3,221	3,271	3,321	3,371
Total receipts	184,758	189,802	195,007	200,257	205,701	211,145	216,789	222,333	227,977	233,725
Payments										
Payments to employees	(82,260)	(83,905)	(85,583)	(87,295)	(89,041)	(90,822)	(92,638)	(94,491)	(96,381)	(98,308)
Payments for materials & services	(68,526)	(69,285)	(70,670)	(72,084)	(73,525)	(74,996)	(76,496)	(78,026)	(79,586)	(81,178)
Other payments	-	-	-	-	-	-	-	-	-	-
Total payments	(150,786)	(153,190)	(156,254)	(159,379)	(162,566)	(165,817)	(169,134)	(172,517)	(175,967)	(179,486)
Net cash provided by (used in) operating activities	33,972	36,612	38,753	40,878	43,135	45,328	47,655	49,816	52,011	54,239
Cash flows from investing activities										
Payments for property, infrastructure and plant & equipment	(25,700)	(30,667)	(32,992)	(34,001)	(34,681)	(35,374)	(36,081)	(36,803)	(37,539)	(38,002)
Proceeds from sale of property, infrastructure and plant & equipment	405	405	405	405	405	405	405	405	405	405
Net cash provided by (used in) investing activities	(25,295)	(30,262)	(32,587)	(33,596)	(34,276)	(34,969)	(35,676)	(36,398)	(37,134)	(37,597)
Cash flows from financing activities										
Finance costs	(1,964)	(2,035)	(1,980)	(1,876)	(1,692)	(1,498)	(1,296)	(1,084)	(862)	(750)
Proceeds from borrowings	-	-	32,500	-	-	-	-	-	-	-
Repayment of borrowings	(1,142)	(1,195)	(33,750)	(3,925)	(4,110)	(4,303)	(4,505)	(4,717)	(4,939)	(5,150)
Net cash provided by (used in) financing activities	(3,106)	(3,230)	(3,230)	(5,801)	(5,802)	(5,801)	(5,801)	(5,801)	(5,801)	(5,900)
Net increase (decrease) in cash and cash equivalents	5,571	3,120	2,936	1,481	3,057	4,558	6,178	7,617	9,076	10,742
Cash and cash equivalents at the beginning of financial year	26,247	31,818	34,938	37,875	39,356	42,413	46,971	53,149	60,766	69,842
Cash and cash equivalents at end of financial year	31,818	34,938	37,875	39,356	42,413	46,971	53,149	60,766	69,842	80,584

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12.KEY INDICATORS

Key financial indicators for the duration of the LTFS are shown in Table 9, with definitions for the indicators included in Appendix 1. Graphical representations of these indicators are shown in the following sub-section. The table also contains suggested long term target ratios for Yarra; the targets have been developed considering the Victorian Auditor General's financial sustainability risk guidance.

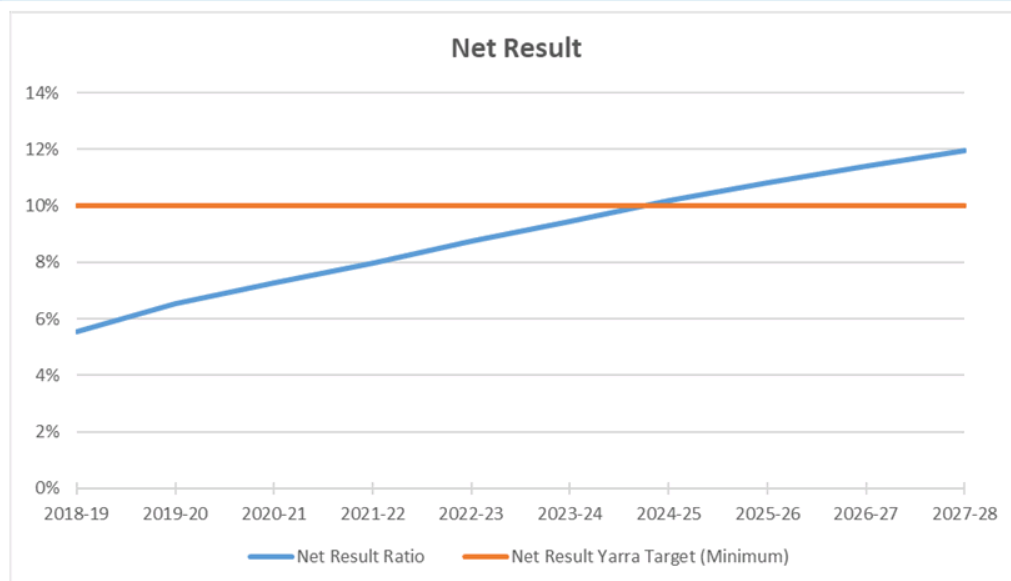
Table 9 - Projected Key Financial Indicators

	Yarra Target	Year 1 2018-19	Year 2 2019-20	Year 3 2020-21	Year 4 2021-22	Year 5 2022-23	Year 6 2023-24	Year 7 2024-25	Year 8 2025-26	Year 9 2026-27	Year 10 2027-28
Net Result	>10%	6%	7%	7%	8%	9%	9%	10%	11%	11%	12%
Liquidity	>1.4	1.22	1.31	1.40	1.37	1.45	1.58	1.74	1.93	2.24	2.51
Unrestricted Cash	>75%	62%	70%	77%	75%	82%	92%	106%	123%	148%	173%
Debt Commitment	<5%	2%	2%	2%	2%	1%	1%	1%	1%	1%	1%
Indebtedness	<30%	26%	24%	23%	19%	16%	13%	11%	8%	6%	4%
Self Financing	>25%	132%	119%	117%	120%	124%	128%	132%	135%	139%	143%
Renewal Gap	>1.1	1.1	1.3	1.3	1.4	1.3	1.1	1.2	1.2	1.2	1.2
Capital Replacement	>1.5	1.1	1.3	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4

While debt levels are relatively high as a percentage of general rates, this LTFS provides Council with the capacity to fund its day to day operations.

Further improvement to the Council's financial position is required to attain the long-term targets for financial sustainability.

GRAPHS

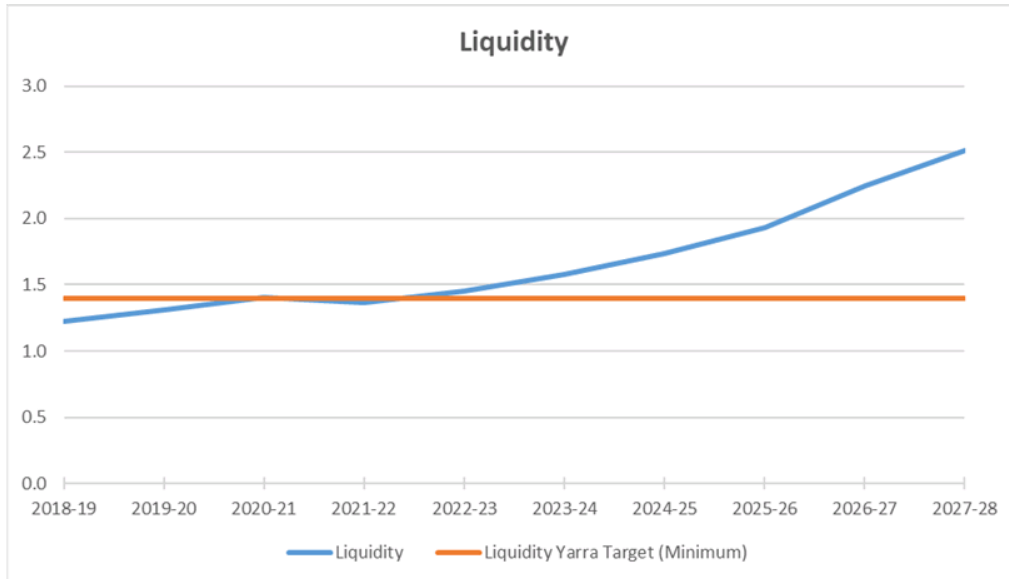


Graph 1 - Net Result

Net Result is 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.

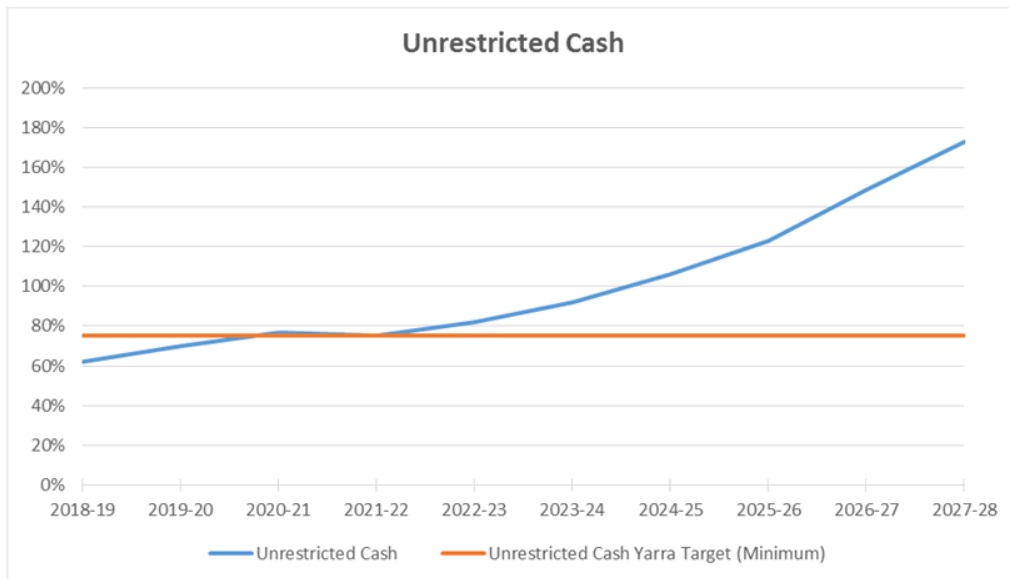
Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28



Graph 2 - Liquidity

Liquidity assesses Council's ability to meet current commitments. Ideally the blue line should exceed the target orange line.

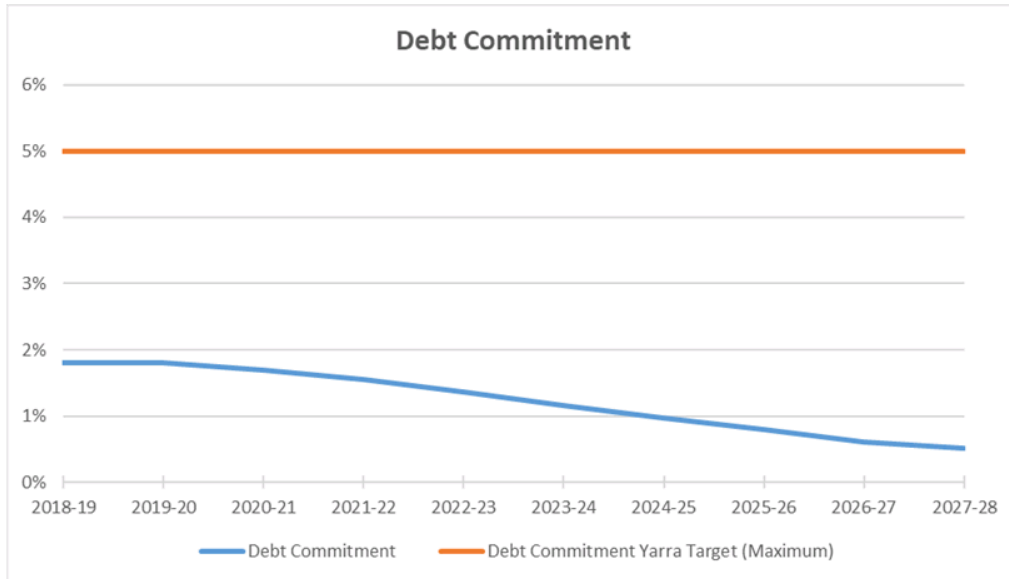


Graph 3 - Unrestricted Cash

Unrestricted Cash assesses Council's freely available cash level. Ideally the blue line should exceed the orange line.

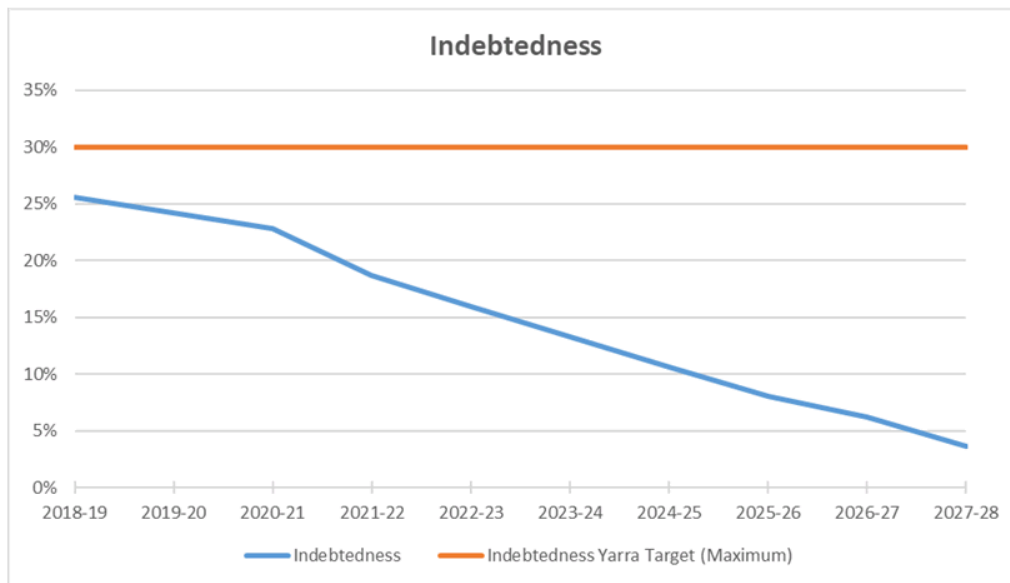
Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28



Graph 4 - Debt Commitment

Debt Commitment identifies Council's debt redemption strategy. Ideally the blue line should **not** exceed the target orange line.

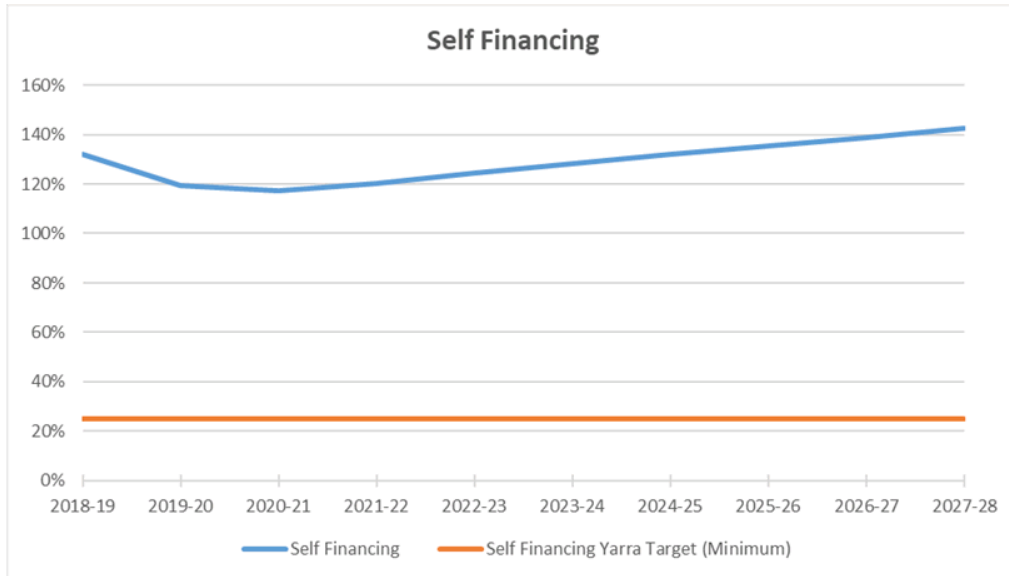


Graph 5 - Indebtedness

Indebtedness identifies reliance on debt to fund capital programs. Ideally the blue line should **not** exceed the target orange line.

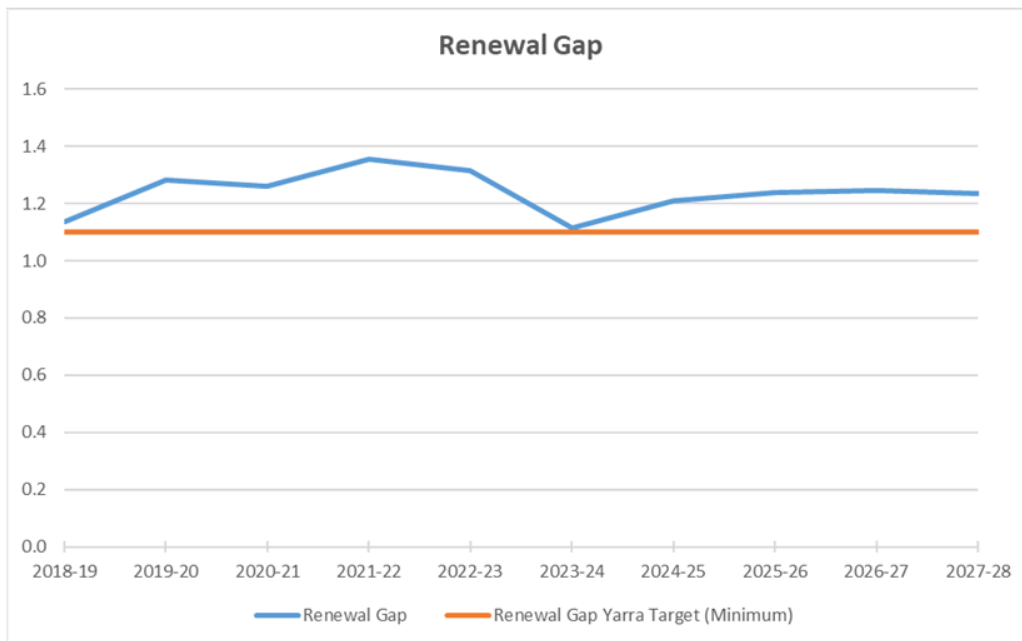
Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28



Graph 6 - Self Financing

Self Financing identifies reliance on debt to fund capital programs. Ideally the blue line should exceed the target orange line.

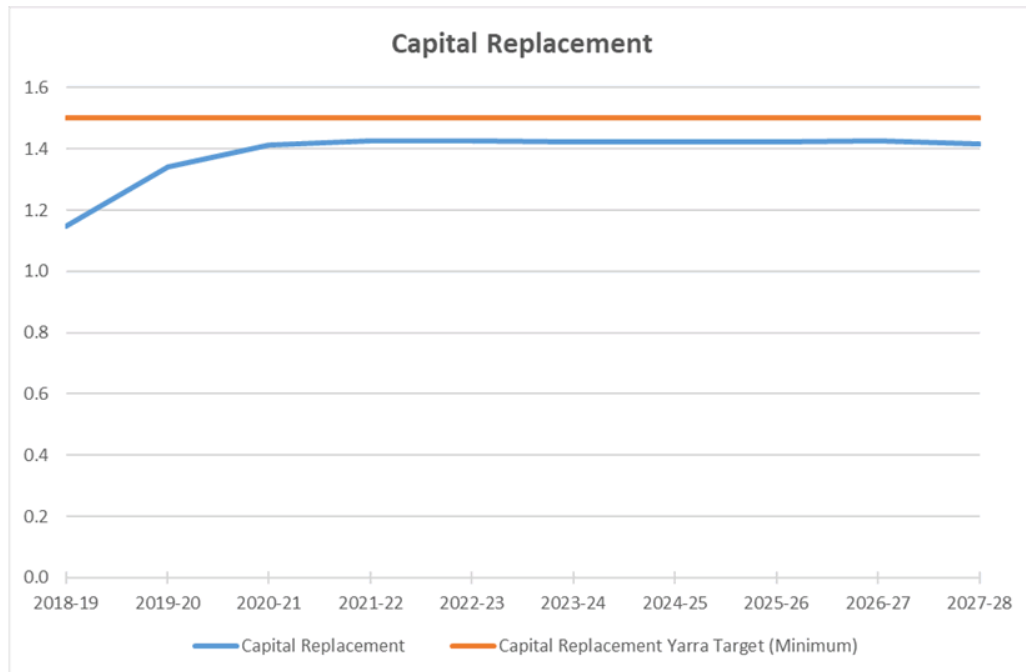


Graph 7 - Renewal Gap

Renewal Gap assesses Council's ability to renew assets as required. Ideally the blue line should exceed the target orange line.

Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28



Graph 8 - Capital Replacement

Capital Replacement measures the whether the replacement of assets is consistent with their consumption. Ideally the blue line should exceed the target orange line.

Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28

APPENDIX 1 – KEY FINANCIAL INDICATORS DEFINITIONS

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%

Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28

Indicator	Description	Long Term Target Range for Yarra
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> <p>VAGO High Risk = more than 60% Medium Risk = 40% - 60% Low Risk = less than 40%</p>	Less than 30%
Self-Financing	<p>Indicates reliance on debt to fund capital programs.</p> <p><u>Net operating cash flows</u> Underlying revenue</p> <p>VAGO High Risk Less than 10% Medium Risk 10% - 20% Low Risk = Greater than 20%</p>	Greater than 25%
Investment Renewal Gap	<p>To assess Council's ability to renew assets as required.</p> <p><u>Asset renewal expenditure</u> Depreciation</p> <p>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.</p> <p>VAGO High Risk = less than 50% Medium Risk = 50% - 100% Low Risk = greater than 100%</p>	Greater than 110%
Capital Replacement	<p>Measures the replacement of assets is consistent with their consumption.</p> <p><u>Capital expenditure</u> Depreciation</p> <p>VAGO High Risk Less than 100% Medium Risk 100% - 150% Low Risk Greater than 150%</p>	Greater than 150%

Target ranges have been assessed with reference to the VAGO and Local Government Performance and Reporting Indicators.

Attachment 5 - 2018-19 Long Term Financial Strategy 2018-19 to 2027-28

Yarra City Council - Draft Long Term Financial Strategy 2018-19 to 2027-28

APPENDIX 2 – 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 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 +140% by Year 3 of the LTFS (2020/21) to ensure the maintenance of the required level of cash to meet operational requirements as well as build cash reserves for contingencies that may arise. Strengthening this position over the years of the LTFS is also a future goal.
- 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.

Asset management

Council will (when funding is available):

- 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.