



GREATER
DANDENONG
City of Opportunity

AGENDA

ORDINARY COUNCIL MEETING

TUESDAY 12 JUNE 2018

Commencing at 7:00 PM

COUNCIL CHAMBERS

225 Lonsdale Street, Dandenong VIC 3175

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1 MEETING OPENING

1.1 ATTENDANCE

Apologies

1.2 OFFERING OF PRAYER

As part of Council's commitment to recognising the cultural and spiritual diversity of our community, the prayer this evening will be offered by Mrs Anita Davine from the Christian – St John Vianney's Catholic Parish, Mulgrave, a member of the Greater Dandenong Interfaith Network.

1.3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Ordinary Meeting of Council held 28 May 2018.

Recommendation

That the minutes of the Ordinary Meeting of Council held 28 May 2018 be confirmed.

1.4 ASSEMBLIES OF COUNCIL

The following assemblies of Council occurred in the period 24 May to 6 June 2018:

Date	Meeting Type	Councillors Attending	Topics Discussed & Disclosures of Conflict of Interest
28/05/18	Councillor Briefing Session	Roz Blades, Tim Dark (part), Matthew Kirwan, Angela Long, Sean O'Reilly, Zaynoun Melhem (part), Jim Memeti, Maria Sampey (part), Heang Tak (part), Loi Truong	<ul style="list-style-type: none"> - Screening of "All these Creatures" – Winner of Cannes Short Film Category. - Update on Springvale Precinct Project. - Update on Team 11 activities. - Proposed Annual Budget 2018-2019 - Public Submissions Hearing - Agenda items for the Council Meeting of 28 May 2018.
31/05/18	Budget Briefing Session – Public Submission Hearing	Roz Blades, Tim Dark, Matthew Kirwan, Angela Long, Sean O'Reilly, Heang Tak	<ul style="list-style-type: none"> - Budget Briefing Session – Public Submission Hearing
4/06/18	Community Funding Program – Round 1	Roz Blades, Tim Dark (part), Matthew Kirwan, Angela Long, Sean O'Reilly, Zaynoun Melhem (part), Jim Memeti, Maria Sampey (part), Heang Tak, Loi Truong (part)	<ul style="list-style-type: none"> - Review of Applications to the Community Support Grants Program and the Sponsorships Program
4/06/18	Councillor Briefing Session	Roz Blades, Tim Dark, Matthew Kirwan, Angela Long, Sean O'Reilly, Zaynoun Melhem, Jim Memeti, Maria Sampey, Heang Tak, Loi Truong	<ul style="list-style-type: none"> - Street Tree Strategy - Strategic Property Register (Confidential) - Notices of Motion - Dandenong RSL additional gaming machine application - Agenda items for the Council Meeting of 12 June 2018.

Recommendation

That the assemblies of Council listed above be noted.

1.5 DISCLOSURES OF INTEREST

Any interest that a Councillor or staff member has deemed to be significant and has disclosed as either a direct or an indirect interest is now considered to be a conflict of interest. Conflict of Interest legislation is detailed in sections 77A, 77B, 78, 78A-E & 79 of the Local Government Act 1989. This legislation can be obtained by contacting the Greater Dandenong Governance Unit on 8571 5216 or by accessing the Victorian Legislation and Parliamentary Documents website at www.legislation.vic.gov.au.

If a Councillor discloses any interest in an item discussed at any Council Meeting (whether they attend or not) they must:

- complete a disclosure of interest form prior to the meeting.
- advise the chairperson of the interest immediately before the particular item is considered (if attending the meeting).
- leave the chamber while the item is being discussed and during any vote taken (if attending the meeting).

The Councillor will be advised to return to the chamber or meeting room immediately after the item has been considered and the vote is complete.

2 OFFICERS' REPORTS

2.1 DOCUMENTS FOR SEALING

2.1.1 Documents for Sealing

File Id: A2683601

Responsible Officer: Director Corporate Services

Report Summary

Under the Victorian Local Government Act, each Council is a body corporate and a legal entity in its own right. Each Council must therefore have a common seal (like any corporate entity) that is an official sanction of that Council.

Sealing a document makes it an official document of Council as a corporate body. Documents that require sealing include agreements, contracts, leases or any other contractual or legally binding document that binds Council to another party.

Recommendation Summary

This report recommends that the listed documents be signed and sealed.

2.1.1 Documents for Sealing (Cont.)

Item Summary

There are five [5] items being presented to Council's meeting of 12 June 2018 for signing and sealing as follows:

1. A letter of recognition to Margaret Oinonen, Regulatory Services for 10 years of service to the City of Greater Dandenong;
2. A letter of recognition to John Alnwick, Regulatory Services for 10 years of service to the City of Greater Dandenong;
3. A letter of recognition to Arthur Perez, Engineering Services for 10 years of service to the City of Greater Dandenong;
4. A letter of recognition to Sia Gibbon, Corporate Services for 20 years of service to the City of Greater Dandenong; and
5. An agreement between Greater Dandenong City Council and the Department of Environment, Land, Water & Planning (DELWP) regarding Council consent to the closing of two unused portions of road in Carter Way, Dandenong under Section 349 of the *Land Act* 1958.

Recommendation

That the listed documents be signed and sealed.

2.2 DOCUMENTS FOR TABLING

2.2.1 Petitions and Joint Letters

File Id: qA228025
Responsible Officer: Director Corporate Services

Report Summary

Council receives a number of petitions and joint letters on a regular basis that deal with a variety of issues which have an impact upon the City.

Issues raised by petitions and joint letters will be investigated and reported back to Council if required.

A table containing all details relevant to current petitions and joint letters is provided in Attachment 1. It includes:

1. the full text of any petitions or joint letters received;
2. petitions or joint letters still being considered for Council response as pending a final response along with the date they were received; and
3. the final complete response to any outstanding petition or joint letter previously tabled along with the full text of the original petition or joint letter and the date it was responded to.

Note: On occasions, submissions are received that are addressed to Councillors which do not qualify as petitions or joint letters under Council's current Meeting Procedure Local Law. These are also tabled.

2.2.1 Petitions and Joint Letters (Cont.)

Petitions and Joint Letters Tabled

Council received no new petitions and no joint letters prior to the Council Meeting of 12 June 2018.

N.B: Where relevant, a summary of the progress of ongoing change.org petitions will be provided in the attachment to this report.

Recommendation

That the listed items detailed in Attachment 1, and the current status of each, be received and noted.

2.2.1 Petitions and Joint Letters (Cont.)

DOCUMENTS FOR TABLING

PETITIONS AND JOINT LETTERS

ATTACHMENT 1

PETITIONS AND JOINT LETTERS

PAGES 4 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 1000.

2.2.1 Petitions and Joint Letters (Cont.)

Date Received	Petition Text (Prayer)	No of Petitioners	Status	Responsible Officer Response

If the details of the attachment are unclear please contact Governance on 8571 1000.

2.2.1 Petitions and Joint Letters (Cont.)

Other/Submissions		No of Co-Signatures	Status	Officer Response
Date Received	Content			
June 2017	<p>(Via Change.org) Begin detailed design of an integrated, intergenerational Keysborough South Community Hub. Keysborough South needs Council to urgently start the detailed design of community hub to meet the needs of all ages and interests in a population of over 10,000 residents and still growing.</p>	<p>Currently 111 signatories.</p> <p><i>This petition has now closed.</i></p>	Completed 30/06/17	

If the details of the attachment are unclear please contact Governance on 8571 1000.

2.2.1 Petitions and Joint Letters (Cont.)

Other/Submissions	Date Received	Content	No of Co-Signatures	Status	Officer Response

If the details of the attachment are unclear please contact Governance on 8571 1000.

2.3 STATUTORY PLANNING APPLICATIONS

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587)

File Id:	468265
Responsible Officer:	Director City Planning, Design and Amenity
Attachments:	Submitted plans

Application Summary

Applicant:	Mr John Waples, Encore Beverages Pty Ltd
Proposal:	Use of the land for Industry (beverage production) and manufacturing sales, use of land for the sale and consumption of liquor and to reduce the car parking requirements.
Zone:	Industrial 1 Zone
Overlay:	Development Contribution Plan Overlay Schedule 3 Development Plan Overlay Schedule 6
Ward:	Red Gum

The application proposes the use of the land for Industry (beverage production) and manufacturing sales, use of land for the sale and consumption of liquor and to reduce the car parking requirements. A permit is required pursuant to:

- Clause 33.01-1 (IN1Z): A planning permit is required for the use of the land for Industry (for a use listed within Clause 52.10)
- Clause 33.01-1 (IN1Z): A planning permit is required for the use of the land for Manufacturing Sales.
- Clause 52.06-3 (Car Parking): A planning permit is required to reduce the number of car parking spaces required under Clause 52.06-5.
- Clause 52.27 (Licensed Premises): A planning permit is required to use land to sell or consume liquor.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

This application is brought before the Council as all applications for a liquor licence (where not associated with a food and drink premises) must be determined at a Council meeting.

Assessment Summary

The application is for the use of the land for Industry (beverage production). The proposal will include a large area for production, bottling and storage, as well as a smaller area for sales and incidental tastings of the products produced on site. The application is also to use the land for the sale and consumption of liquor and reduce the car parking requirements.

The proposed uses and car parking reduction have been assessed against the relevant decision guidelines and are considered appropriate for the area and is not considered to result in adverse amenity impacts, subject to permit conditions.

Recommendation Summary

As assessed, the proposal is consistent with and appropriately responds to the provisions of the Greater Dandenong Planning Scheme. The proposal appropriately responds to the State and Local policy as well as the purposes of the zones, overlays which apply to the subject site. This report recommends that the application be supported, and that a Permit be granted subject to conditions as set out in the recommendation.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

Subject Site and Surrounds

Subject Site

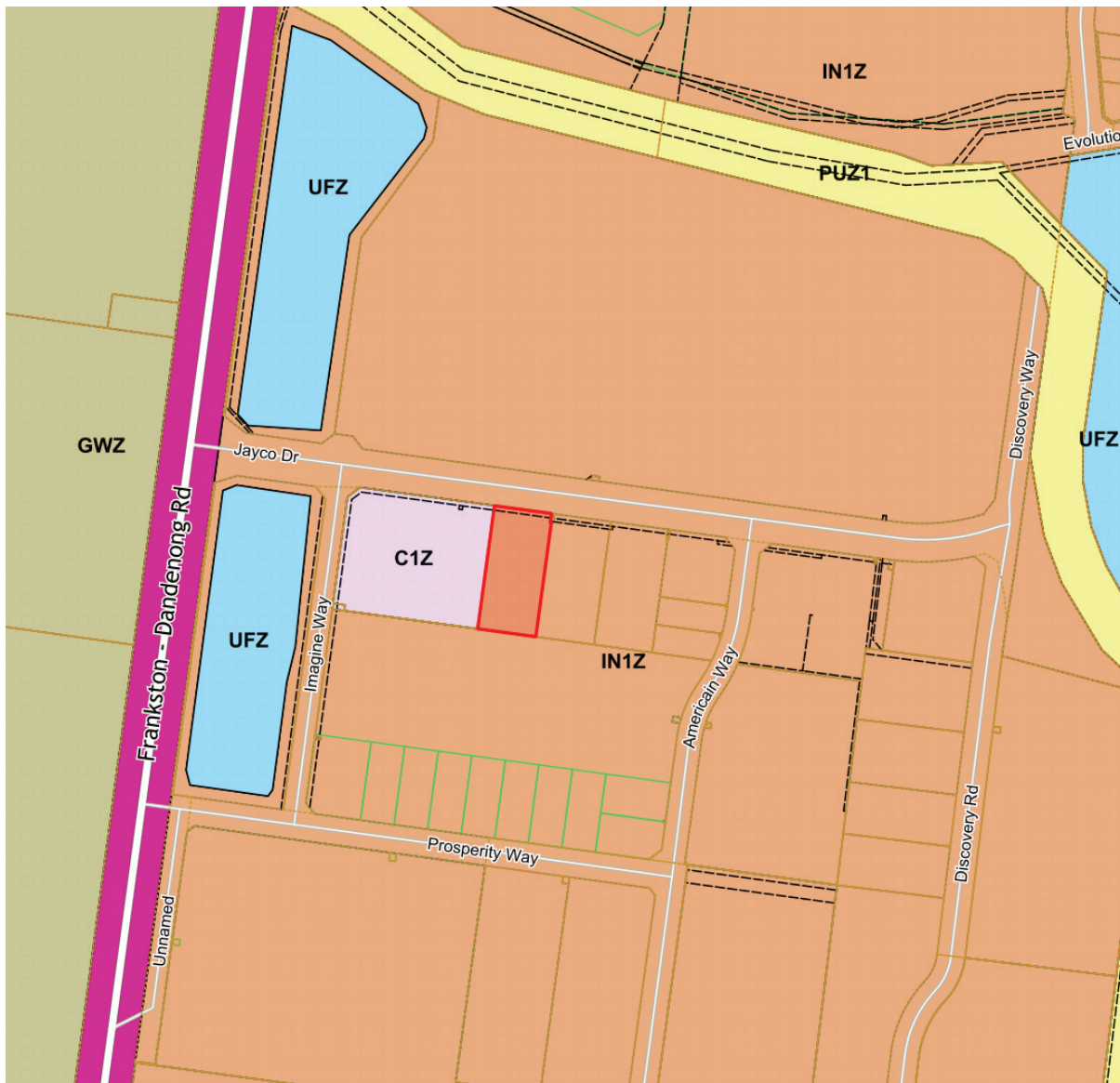
- The subject site is located on the southern side of Jayco Drive in Dandenong South, approximately 150-200 metres from the entrance to a newly developed Industrial estate.
- The site is generally rectangular in shape, with an overall area of 5712 square metres.
- The site has a frontage to Jayco Drive of 52 metres and depth of approximately 110 metres.
- The site is generally flat.
- The site contains an existing warehouse, which was previously approved under planning permit PLN11/0955.
- It is noted that the existing building is currently used for Industry (beverage production) without a planning permit. The applicant is now seeking to legitimise the use through this planning permit application, as well as seeking permission for manufacturing sales, the sale and consumption of liquor and a reduction in the car parking requirements.
- There is a 4 metre wide sewerage easement along the northern boundary.

Surrounding Area

- To the west a large allotment in a Commercial 1 Zone. The allotment contains one building currently used as a café/ function centre and a second building currently under construction (recently approved by planning permit PLN17/0424) to be used for Industry and manufacturing sales (brewery). Further west is Imagine Way, a drainage reserve and Frankston Dandenong Road, a major arterial road.
- To the north is Jayco Drive. Further north is a large industrial building in an Industrial Zone.
- To the south and east are large Industrial buildings in an Industrial Zone.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

Locality Plan



= Subject site

Background

Previous Applications

A search of Council records revealed that Council has previously considered the following planning applications for the site:

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

- Planning permit PLN11/0955 was issued on 12 March 2012 for Buildings and works comprising the construction of a building and the use of the land for Industry, together with a reduction in the car parking requirement for an Industry under Clause 52.06 of the Greater Dandenong Planning Scheme.
- Planning Permit No. PLN09/0606 was issued on 07/05/2010 for the subdivision of the land into nine (9) lots and the removal of easements.

Proposal

The application proposes the use of the land for Industry (beverage production) and manufacturing sales, use of land for the sale and consumption of liquor and to reduce the car parking requirements.

The proposed use involves the production of wine, beer, cider, liqueur, spirits and non-alcoholic beverages. The business will operate as a contract manufacturer, bottler, warehouse and sales, as well as manufacturing, bottling and selling its own product.

The applicant is proposing to sell to members of the public their own product in a small section of the existing reception area of the building. No food preparation or patron seating will be provided on site. It is proposed that sale will occur in sealed containers only for consumption off the licensed premises. Some tasting may occur on site, however, this will be incidental at most. No on site consumption of liquor, outside of these incidental tastings, will occur. The sale of products will occur Monday- Saturday 9am until 5pm.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

A reduction in the car parking requirements is sought. Car parking requirements are as follows;

	Required rate	Area	Required spaces
Manufacturing sales	4 per 100sqm of leasable floor area	161.6sqm	6
Industry	2.9 per 100 sqm of net floor area	3266.8sqm	94
Total required			100
Provided			54
Reduction			46

The applicant has advised that 26 people will work on site initially (with possible future expansion) and that they do not anticipate large number of visitors at any one time.

The application does not propose maltworks, Maltworks is a use listed in Clause 52.10 of the Greater Dandenong Planning Scheme as having adverse amenity potential and requires a threshold distance of at least 300m from sensitive uses. The subject site is more than 750 metres away from a sensitive use.

The application does not propose any buildings or works.

A copy of the submitted plans is included as Attachment 1.

Victorian Charter of Human Rights and Responsibilities

All matters relevant to the Victorian Human Rights Charter have been considered in the preparation of this report and are consistent with the standards set by the Charter.

Financial Implications

No financial resources are impacted by this report.

Planning Scheme and Policy Frameworks

Pursuant to the Greater Dandenong Planning Scheme, a planning permit is required:

- Clause 33.01-1 (IN1Z): A planning permit is required for the use of the land for Industry (for a use listed within Clause 52.10)
- Clause 33.01-1 (IN1Z): A planning permit is required for the use of the land for Manufacturing sales.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

- Clause 52.06-3 (Car Parking): A planning permit is required to reduce the number of car parking spaces required under Clause 52.06-5.
- Clause 52.27 (Licensed Premises): A planning permit is required to use land to sell or consume liquor.

The relevant controls and policies are as follows:

Zoning Controls

The subject site is located in an Industrial 1 Zone, as is the surrounding area to the north, east and south. To the south is a Commercial 1 Zone.

The purpose of the Industrial 1 Zone outlined at Clause 33.01 is:

- *To implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.*
- *To provide for manufacturing industry, the storage and distribution of goods and associated uses in a manner which does not affect the safety and amenity of local communities.*

Pursuant to Clause 33.01-1, a planning permit is required for the use of the land for Industry (for a purpose shown with a Note 1 or Note 2 in the table to Clause 52.10). Food and beverage production (other than listed in the table) is shown with a note 1. Therefore, a planning permit is required.

Pursuant to Clause 33.01-1, a planning permit is required for the use of the land for Manufacturing Sales.

Overlay Controls

- Development Contributions Plan Overlay - Schedule 3 (DCPO3)
- Development Plan Overlay - Schedule 6 (DPO6)

Development Contributions Plan Overlay - Schedule 3 (DCPO3)

Pursuant to Clause 45.06-1 (Development Contributions Plan Overlay) of the Greater Dandenong Planning Scheme, a permit granted must:

- *Be consistent with the provisions of the relevant development contributions plan.*
- *Include any conditions required to give effect to any contributions or levies imposed, conditions or requirements set out in the relevant schedule to this overlay.*

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

Pursuant to Schedule 3 to the Development Contributions Overlay, the subject site is located within the 'Dandenong South Industrial Area Development Contributions Plan – Lyndhurst'. Contributions in accordance with the levy amounts specified at Schedule 3 must be paid as required.

Development Plan Overlay - Schedule 6 (DPO6)

Pursuant to Clause 43.04-1 (Development Plan Overlay) of the Greater Dandenong Planning Scheme:

- *A permit must not be granted to use or subdivide land, construct a building or construct or carry out works until a development plan has been prepared.*
- *A permit granted must be generally in accordance with the Development Plan.*

The approved development plan is the Dandenong South Industrial Site Development Plan (No. 1 Version 2) 45-85 & 125 Glasscocks Road, Lyndhurst Park Development Plan', prepared by Goodman Property Services Pty Ltd, dated June October 2011.

The proposal does not include any building works, therefore, an assessment of the proposal against the buildings and works requirements within the Development Plan is not required. It is considered that the proposed uses are consistent with the Development Plan, as the proposal is for an Industrial use in an Industrial Zone, located a significant distance from any sensitive uses, and includes a retail component on a site located directly adjacent to the 'activity centre' nominated within the Development Plan.

State Planning Policy Framework

The **Operation of the State Planning Policy Framework** outlined at Clause 10 seeks to ensure that the objectives of planning in Victoria are fostered through appropriate land use and development planning policies and practices which integrate relevant environmental, social and economic factors in the interests of net community benefit and sustainable development. The objectives of Planning in Victoria are noted as:

- (a) To provide for the fair, orderly, economic and sustainable use, and development of land.*
- (b) To provide for the protection of natural and man-made resources and the maintenance of ecological processes and genetic diversity.*
- (c) To secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria.*
- (d) To conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value.*
- (e) To protect public utilities and other facilities for the benefit of the community.*
- (f) To facilitate development in accordance with the objectives set out in paragraphs (a), (b), (c), (d) and (e).*

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

(g) To balance the present and future interests of all Victorians.

In order to achieve those objectives, there are a number of more specific objectives contained within the State Planning Policy Framework that need to be considered under this application.

Clause 17 – Economic Development

Under this Clause, it notes that planning is to provide for a strong and innovative economy, where all sectors of the economy are critical to economic prosperity, and planning is to contribute to the economic well-being of communities and the State as a whole by supporting and fostering economic growth and development by providing land, facilitating decisions, and resolving land use conflicts so that each district may build on its strengths and achieve its economic potential.

Clause 17.01-1 (Business) has the objective to encourage development which meets the community's needs for retail, entertainment, office and other commercial services and provides net community benefit in relation to accessibility, efficient infrastructure use and the aggregation and sustainability of commercial facilities.

Local Planning Policy Framework

The Local Planning Policy Framework (LPPF) includes the Municipal Strategic Statement (MSS) and Local Policies. The following local planning policies are relevant to this application.

The MSS is contained within Clause 21 of the Scheme. The MSS at Clause 21.02 focuses on the Municipal Profile, within which the following is noted:

Greater Dandenong has a broad and robust economic base. Reported annual construction costs in the industrial/commercial/retail sector, exceeded \$190 million in the year to June 2006. In 2006, 48,000 residents of Greater Dandenong were in paid work, with manufacturing.

Industry ranges from small-scale light industries in older established areas, to newer, general industrial estates, with large allotments and purpose-built factories. Key industries located in Greater Dandenong include advanced manufacturing in automotive, plastics and scientific equipment, as well as food processing and distribution, and metal fabrication. Greater Dandenong's large industrial areas house some key national and international organisations. New 'high tech' industry is steadily replacing the traditional heavy industry upon which the region depended in the post-war period.

Clause 21.04 – Land Use

"Economic issues – Greater Dandenong's retail, commercial, industrial and entertainment uses provide a range of jobs. Strengthening these assets will attract visitors from outside the municipality and improve employment opportunities. With suitable promotion, they could realise increased economic benefits for the City."

"Social issues – Local retail centres can act as a focus for local communities helping strengthen local connections. Entertainment and associated uses are important in maintaining local cultural vitality but need to be managed to avoid late night disturbances to surrounding residents, and inadequate provision of car parking."

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

Particular Provisions

Clause 52.06 – Car Parking

The purposes of this provision are:

- *To ensure that car parking is provided in accordance with the State Planning Policy Framework and Local Planning Policy Framework.*
- *To ensure the provision of an appropriate number of car parking spaces having regard to the demands likely to be generated, the activities on the land and the nature of the locality.*
- *To support sustainable transport alternatives to the motor car.*
- *To promote the efficient use of car parking spaces through the consolidation of car parking facilities.*
- *To ensure that car parking does not adversely affect the amenity of the locality.*
- *To ensure that the design and location of car parking is of a high standard, creates a safe environment for users and enables easy and efficient use.*

Clause 52.06-2 notes that a new use must not commence or the floor area of an existing use must not be increased until the required car spaces have been provided on the land.

The required spaces are identified in the table to Clause 52.06-5.

The table at Clause 52.06-5 specifies that the following car parking rate is required for the use of the land for Industry:

- 2.9 spaces to each 100 square metres of net floor area.

The table at Clause 52.06-5 specifies that the following car parking rate is required for the use of the land for manufacturing sales:

- 4 spaces to each 100 square metres of leasable floor area.

Car parking is to be designed and constructed in accordance with the requirements of Clause 52.06-8 and 52.06-10 of the Scheme.

The required number of car parking spaces is not provided on the land, therefore, the applicant is seeking a reduction in the car parking required. This will be further discussed below.

Clause 52.27 – Licensed Premises

The purposes of this provision are:

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

- *To ensure that licensed premises are situated in appropriate locations.*
- *To ensure that the impact of the licensed premises on the amenity of the surrounding area is considered.*

A planning permit is required to use land to sell or consume liquor. This will be further discussed below.

Clause 52.34 – Bicycle Facilities

The purposes of this provision are:

- *To encourage cycling as a mode of transport.*
- *To provide secure, accessible and convenient bicycle parking spaces and associated shower and change facilities.*

Clause 52.34-1 notes that a new use must not commence or the floor area of an existing use must not be increased until the required bicycle facilities and associated signage has been provided on the land.

The required facilities are identified in the table to Clause 52.34-3.

The table at Clause 52.34-3 specifies that the following bicycle facilities are required for the use of the land for industry:

- 1 space to each 1000 square metres of net floor area.

The table at Clause 52.34-3 specifies that the following bicycle facilities are required for the use of the land for manufacturing sales:

- 1 employee space to each 300 square metres of leasable floor area; and
- 1 visitor space to each 500 square metres of leasable floor area.

The design of bicycle spaces should be designed in accordance with the requirements of Clause 52.34-4 of the Scheme.

The proposal incorporates 4 bicycle spaces within the building. This will be further discussed below.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

General Provisions

Clause 65 – Decision Guidelines needs to be considered, as is the case with all applications. For this application the requirements of Clause 65.01 for the approval of an application or plan is of relevance. This Clause outlines the requirements that the responsible authority must consider when determining the application.

Restrictive Covenants

The subject site is subject to two restrictive covenants and one Section 173 Agreement registered on title.

- Covenant AB707553L

This covenant provides that the land shall not be used or developed for the purpose of mineral, stone or soil extraction or a corrective institution or for industry as defined in the Greater Dandenong Planning Scheme if such industry has a threshold distance of 300 metres or more.

- Covenant PS621649E

Restriction 1: Identifies land uses that are not permitted on the site without the prior written permission of the Gervale Nominees Pty Ltd, as well as ground material which is not to be removed from the site. The applicant is not proposing any of the listed uses and in addition is not proposing any building works.

Restriction 2: Discusses rubbish, storage, building materials and positioning of utilities. The restriction requires no erection or placement of machinery or plant or to permanently store goods or materials on the lot unless they are fully screened from adjoining streets or road by a wall constructed of specific materials or any other material approved by Gervale nominees Pty Ltd. The application does not propose any buildings or works.

Restriction 3: Creates a restriction on the buildings finished floor levels, not below RL 8.80. The application does not propose any buildings or works.

Restriction 4: Identifies land on the site where development cannot occur. The area is shown hatched. The proposal does not include works within the hatched area.

- Agreement AE565866Y relates to the development contribution payment. The payment has been made and the proposal is not contrary to this restriction.

It is considered that the proposal will not breach the covenants or agreements registered on title.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. In accordance with the commitment in Council's Annual Plan, all applications are considered on their merits.

Diversity (Access & Equity)

It is not considered that the proposal raises any diversity issues affecting the planning assessment of this application.

Community Safety

It is considered that there would be no adverse community safety implications in permitting the proposal subject to strict conditions on any planning permit issued.

Safe Design Guidelines

Consideration of the relevant requirements of these Guidelines has been undertaken within the Assessment of this application.

Referrals

The application was not required to be referred to any external referral authorities pursuant to Section 55 of the Planning and Environment Act 1987.

Internal

The application was internally referred to Council's Community Services team and Transport Planning team for their consideration.

Council's Transport Planning team provided no objection, subject to conditions which have been included in the recommended conditions below.

Council's Community Services team requested further information in relation to the Alcohol Management Plan. The recommended conditions shown below include a requirement to submit an Alcohol Management Plan to ensure the permit holder is aware of practices that mitigate alcohol-related risk in licensed venues.

Advertising

The application was not notified to the surrounding area with respect to Section 52 of the *Planning and Environment Act 1987* as the application is considered to be generally in accordance with the development plan prepared under Development Plan Overlay – Schedule 6 (DPO6), and as such is exempt from the notice requirements of Section 52(1)(a),(b) and (d), the decision requirements of Section 64(1),(2) and (3), and the review rights of Section 82(1) of the Act.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))**Assessment****Use**

The proposal is for the use of the land for Industry (beverage production) and manufacturing sales. The proposed use involves the production of wine, beer, cider, liqueur, spirits and non-alcoholic beverages. The business will operate as a contract manufacturer, bottler, warehouse and sales, as well as manufacturing, bottling and selling its own product.

Items produced on site will be offered for sale in a small section of the existing reception area of the building. No food or patron seating will be provided on site. It is proposed that sale will occur in sealed containers only for consumption off the premises only. Some tasting may occur on site, however, this will be incidental at most. The sale of products will occur Monday- Saturday 9am until 5pm.

Pursuant to Clause 33.01-1 (IN1Z) of the Greater Dandenong Planning Scheme, the use of the land for Industry is a section 1 (no permit required) use, provided the condition in the table to Clause 33.01-1 is met. The condition states that the use must not be for a purpose shown with a note 1 of note 2 in the table to Clause 52.10.

The purpose beverage production has a note 1 in the table to Clause 52.10. Therefore, a planning permit is required for the use of the land for Industry (beverage production).

The proposed use of the site for industry (beverage production) and manufacturing sales is considered to be consistent with the Municipal Strategic Statement, zoning of the land or overlays applying to the land and is supported based on the following assessment:

Industrial 1 Zone

To determine the suitability of the proposed use, the Decision Guidelines at Clause 32.01-2 of the Greater Dandenong Planning Scheme (Industrial1 Zone) need to be considered. The decision guidelines are in italics (followed by a town planner's response):

- *The effect that the use may have on nearby existing or proposed residential areas or other uses which are sensitive to industrial off-site effects, having regard to any comments or directions of the referral authorities.*

There are no nearby existing or proposed residential areas or other uses which are sensitive to industrial off-site effects. The neighbouring site to the west is developed with a food and drink premises, together with a building under construction which is proposed to be used as industry with manufacturing sales. Therefore, it is considered that the proposed use for industry and manufacturing sales provides an appropriate transition between the food and drink use to the west, and the Industrial uses to the east.

Manufacturing sales are proposed to occur Monday- Saturday 9am- 5pm. This is considered to be reasonable business hours. The applicant has not specified hours of operation for the industry use, however, this is considered acceptable as the subject site is located within an Industrial 1 Zone and is located a significant distance from any sensitive uses. Permit conditions can be

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

included to ensure that noise emanated from the premises does not exceed the requirements of the State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) No. N-1.

- *The effect that nearby industries may have on the proposed use.*

The proposed use comprises Industry with a retail component (manufacturing sales). It is considered that these uses are compatible with the surrounding land uses, being industry to the north, south and east and retail (food and drink premises) to the west. These surrounding uses operate in a similar manner to the proposed, with customers coming and going, truck movements and similar hours of operation. In addition, the site is located on a main road close to the entrance of the industrial estate. It is considered that the existing uses in the surrounding area will not have a detrimental impact on the proposed use.

- *The drainage of the land.*

No building works are proposed. The existing building was constructed under planning permit PLN11/0955 which contained permit conditions in relation to drainage.

- *The availability of and connection to services.*

The subject site is located within a newly developed industrial estate. It is considered that services are available and can be connected to the subject site.

- *The effect of traffic to be generated on roads.*

The proposed use will generate additional car and truck movements on the surrounding roads. However, it is considered that the existing roads within the newly developed industrial estate have been designed to accommodate additional car and truck movements normally associated with an industrial area.

The proposed use has a shortfall of the number of car parking spaces required by Clause 52.06 of the Greater Dandenong Planning Scheme, however, the reduction is considered appropriate. This will be further discussed below.

- *The interim use of those parts of the land not required for the proposed use.*

All of the subject site will be required for the proposed use and associated car parking.

Signage

No signage is included as part of this proposal.

Car Parking

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

Clause 52.06 of the Greater Dandenong Planning Scheme requires car parking to be provided at a specified rate for each use. Manufacturing sales is required to provide car parking at a rate of 4 spaces per 100 square metres of leasable floor area. Industry is required to provide a car parking rate of 2.9 spaces per 100 square metres of net floor area.

A reduction in the car parking requirements is sought. Car parking requirements are as follows;

	Required rate	Area	Required spaces
Manufacturing sales	4 per 100sqm of leasable floor area	155 sqm	6
Industry	2.9 per 100 sqm of net floor area	3266.8sqm	94
Total required			100
Provided			54
Reduction			46

Consideration of the proposed reduction against the relevant decision guidelines of that Clause is as follows:

- The previous planning permit issued for the site (PLN11/0955) allowed for a fifty (50) space reduction in the car parking requirements for the use of the land for Industry. The proposed reduction (forty six (46) spaces) is less than what was allowed under planning permit PLN11/0955. Therefore, as the site operates with an existing 'credit', it is considered that the proposed reduction is acceptable.
- While on-street parking in the area is limited, it is available.
- Public transport (bus service) is available along Frankston- Dandenong Road.
- The manufacturing sales will be limited to sealed containers for off-site consumption (with some incidental tastings at most). No seating and no entertainment is provided, therefore, it is not expected that customers will stay for an extended period of time on the subject site. The majority of visitors to the site for manufacturing sales will be short term, therefore, allowing for a greater turnover of the use of car parking spaces. The manufacturing sales is proposed to operate Monday- Saturday 9am-5pm, therefore, it is expected that customer visits will be spread throughout the day.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

- The applicant has advised that 26 staff will work on site initially and that they do not anticipate large number of visitors at any one time. A permit condition can require a maximum of 28 patrons within the red line area. Therefore, it is considered that the provision of 54 car parking spaces is more than adequate for the proposed manufacturing sales, together with the staff working in the proposed Industry use.
- It is noted that the previous planning permit issued for the site for the use of the land for Industry (PLN11/0955) did not contain a cap on the maximum number of staff on site at any one time. Therefore, as the proposed car parking reduction is less than what was already approved for the site, it is considered that a cap on the maximum number of staff within the proposed use of the land for Industry is not appropriate.

Clause 52.06-9 of the Greater Dandenong Planning Scheme sets out design standards for car parking areas. The proposal meets all of the design standards in Clause 52.06-9.

Therefore, the reduction in the car parking is considered reasonable.

Loading and Unloading

The existing building contains two (2) loading bays. The loading bays will each measure 4.8 metres wide x 7.5 metres length (36 square metres each). The loading bays are accessed via roller shutters directly from accessway off Jayco Drive.

The location, size and access of the loading areas is considered appropriate, subject to the submission of a Traffic Management Report to identify how safety (particularly vulnerable road users such as pedestrians, cyclist and motorcyclists) and obstruction to other on-site/on-street traffic is to be managed during commercial vehicle reversing manoeuvres. This can be requested as a permit condition and endorsed to form part of the permit.

It is considered that the proposal provides for the appropriate loading and unloading of vehicles, subject to conditions.

Bicycle Facilities

The Greater Dandenong Planning Scheme requires 4 bicycle spaces to be provided:

Manufacturing sales: Employee bicycle facilities: $161.6 \text{ square metres} / 300 \times 1 = 1$ bicycle spaces.
Visitor bicycle facilities: $161.6 \text{ square metres} / 500 \times 1 = 0$ Bicycle spaces.

Industry: $3266.8 \text{ square metres} / 1000 \times 1 = 3$ bicycle spaces for employees.

A total of 4 bicycle spaces are provided within the existing building.

Clause 52.34-3 of the Greater Dandenong Planning Scheme requires all employee bicycle spaces to be in a bicycle locker or at a bicycle rail in a lockable compound. All 4 bicycle spaces are within the lockable building.

Therefore, it is considered that the proposal provides for the appropriate provision of bicycle facilities.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))**Liquor licence**

To determine the suitability of the proposed use of the land to sell and consume liquor, Clause 52.27 of the Greater Dandenong Planning Scheme (Licensed Premises) needs to be considered. The decision guidelines of this provision are in italics (followed by a town planner's response):

- *The impact of the sale or consumption of liquor permitted by the liquor licence on the amenity of the surrounding area.*

It is considered that the proposal will not cause or result in excessive alcohol consumption and undue disturbance such as noise and inappropriate behaviour. The premises do not directly interface with any residential properties as the nearest residential property located approximately 750 metres to the north/west within the Green Wedge Zone. Sales will be limited to sealed containers for off-site consumption (with some incidental tastings at most). No seating and no entertainment is provided, therefore, it is not expected that customers will stay for an extended period of time on the subject site. Therefore, it is considered that the sale of liquor will have an adverse impact on the amenity of the area.

While the applicant has specified that on site alcohol consumption will only be incidental tastings, is still constitutes on site consumption of alcohol and requires the applicant to demonstrate their ability to mitigate compliance, behaviour and amenity risks through commitment to various policies and procedures in the form of an Alcohol Management Plan (AMP). This can be requested as a permit condition.

- *The impact of the hours of operation on the amenity of the surrounding area.*

The proposed hours for the sale of liquor reflect the ordinary hours of the Victorian Commission for Gambling and Liquor Regulation for a beer and wine producers liquor license and will not have any adverse impacts on the amenity of the surrounding area particularly in the context of the Industrial Estate and the type of development contemplated by the zoning of the land.

The applicant has proposed that the licensed premises will sell alcohol on Monday- Saturday 9am until 5pm.

- *The impact of the number of patrons on the amenity of the surrounding area.*

The applicant has not specified a maximum number of patrons for the licensed area, however, it is considered that the proposed use will not attract large numbers of long stay patrons due to the nature of the proposed sale and consumption of liquor (sale of alcohol in sealed containers for off-site consumption, with incidental tastings only) and the set up of the sales area (no seating or entertainment provided). Permit conditions can ensure that the use does not attract long stay patrons, such as: no seating to be provided, no food offered for sale or consumption, no live entertainment. In addition, a cap on patron numbers within the red line area can ensure that number of patrons does not negatively impact on the amenity of the area. As discussed in the Clause 52.06 (Car parking) assessment above, it is considered that a maximum of 28 patrons is acceptable. This number has been derived from the

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

number of car parking spaces remaining once deducting the number of employees, assuming a worst case scenario where everyone will arrive in an individual car (54 car spaces -26 employees = 28 patrons).

The subject site is located within an industrial estate, and as such the impacts to the surrounding amenity will be negligible.

Permit conditions can ensure that the operation of the facility is in accordance with the endorsed Alcohol Management Plan (AMP). It is considered that adherence to that AMP will ensure that the management of the facility will mitigate any unruly behaviour and adverse impact to the surrounding area.

- *The cumulative impact of any existing licensed premises and the proposed licensed premises on the amenity of the surrounding area.*

An assessment of licensed premises within the vicinity has been undertaken to determine the suitability of the proposed liquor license. Practice Note 61 by the Department of Environment, Land, Water and Planning (DELWP) outlines that the area to be included in a cumulative impact assessment should be all land within a 500 metre radius of the proposed venue.

There is only one (1) other licensed premises within 500 metres of the subject land which allows for on-site consumption of alcohol (At The Well Licence No. 31955729 located at 12 Jayco Drive, Dandenong South). There is one (1) licences premise in the area which allows for sale of packaged liquor only when ordered by mail, telephone, email or other electronic transmission (Limerick Lane located at 1 Jayco Drive, Dandenong South). There is also one (1) other premise under construction at 16 Jayco Drive which has been granted a planning permit for the sale and consumption of liquor.

As the subject site is located within an Industrial area, a significant distance from any sensitive uses, the proposed sale of liquor is only during normal business hours (Monday- Saturday 9am-5pm) and is not expected to attract long stay customers, it is considered that the proposal will not cause any negative cumulative impacts associated with a saturation of licensed premises.

Response to Overlay Controls

The subject site is located within a Development Contributions Plan Overlay – Schedule 3 (DCPO3). Pursuant to the DCPO a permit granted must be consistent with the provisions of the relevant development contributions plan and include any conditions required to give effect to any contributions or levies imposed, conditions or requirements set out in the relevant schedule to the overlay.

Schedule 3 to the DCPO sets out relevant levies payable by the developer with respect to development of infrastructure, community infrastructure, general infrastructure and public open space contributions.

The applicable development levies were paid by the developer at the time the land was subdivided to create the subject site. Therefore, it is considered that the proposal has met the requirements of the DCPO3.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

The subject site is also located within a Development Plan Overlay – Schedule 6. Pursuant to the DPO a permit granted must be generally in accordance with the relevant development plan and include any conditions or requirements specified in the schedule to the overlay.

Schedule 6 to the DPO relates to the 'Dandenong South Industrial Area Extension – Keysborough and Lyndhurst Sites'.

Pursuant to Schedule 6 to the DPO the '45-85 & 125 Glasscocks Road, Lyndhurst Park Development Plan', prepared by Goodman Property Services Pty Ltd, dated June October 2011, has been prepared to the satisfaction of Council and was approved on 31 January 2012. The subject site is located within the boundaries of the approved Development Plan.

No building works are proposed. The proposal is for an Industrial use in an Industrial Zone, located a significant distance from any sensitive uses, and includes a retail component on a site located directly adjacent to the 'activity centre' nominated within the Development Plan. Therefore, it is considered that the proposed uses are consistent with the Development Plan.

Conclusion

The application has been assessed against the relevant sections of the Greater Dandenong Planning Scheme, including the State and Local Planning Policy Framework, Municipal Strategic Statement, zones, overlays and Clause 65.

Overall it is considered that the proposed use, sale and consumption of liquor and reduction in car parking are appropriate having regard to the site's location within a newly established industrial estate within an Industrial 1 Zone.

Recommendation

That Council resolves to Grant a planning permit in respect of the land known and described as Lot 7 PS 621649E, 24 Jayco Drive, Dandenong South for the purpose of use of the land for Industry (beverage production) and manufacturing sales, use of land for the sale and consumption of liquor and to reduce the car parking requirements in accordance with the plans submitted with the application subject to the following conditions:

- 1. Before the use commences, amended plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. The amended plans must be drawn to scale with dimensions and 3 copies must be provided. The amended plans must be generally in accordance with the plans submitted and assessed with the application but modified to show:**
 - 1.1. The red line plan updated to show the internal layout of the office and sales area. The area within the red line must exclude the office, meeting rooms, cool rooms and similar. The area within the red line must only include areas where alcohol is displayed, the point of sale and where tastings will occur. The red line plan must be labelled 'Red Line Plan'.**

When approved, these plans will be endorsed and will form part of this permit.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

- 2. Before the use commences, an Alcohol Management Plan must be submitted to, and approved by the satisfaction of the Responsible Authority. When approved, the plan will be endorsed and form part of this permit. The plan must be generally in accordance with the plans submitted, but modified to show:**
 - 2.1 Managerial and staff roles and responsibilities in relation to the sale, supply and consumption of alcohol.**
 - 2.2 Managing and preventing alcohol sales and tastings to minors.**
 - 2.3 Managerial and staff roles and processes for addressing incidents and emergencies, intoxicated, anti-social or difficult customers, refusal of service, customer and staff safety and security.**
 - 2.4 Proactive mechanisms to educate management and staff on changing liquor licencing laws and practices.**
 - 2.5 'House Policies' that will be included in signage placed at key points for patrons, eg, entries, exits, outdoors, as to how the premises is managed, including:**
 - 2.5.1 A diagram of the Redline area.**
 - 2.5.2 That no alcohol is to be consumed beyond the Redline area, eg, the car park, gardens and footpaths.**
 - 2.5.3 That the safety, amenity and convenience of passing pedestrians and traders in surrounding areas is to be respected.**
 - 2.5.4 Mandatory statutory posters.**
- 3. Before the use commences, a Traffic and Parking Management Plan (TPMP) must be submitted to and approved by the Responsible Authority. The use must not commence until the plan has been approved and endorsed by the Responsible Authority. The TPMP must be generally in accordance with the submitted application plans and must:**
 - 3.1 Identify all loading bays on the application plans.**
 - 3.2 Identify how safety (particularly vulnerable road users such as pedestrians, cyclist and motorcyclists) and obstruction to other on-site/on-street traffic is to be managed during commercial vehicle reversing manoeuvres.**
 - 3.3 Identify the largest commercial vehicle to access the subject site in accordance with Table 2.1 to AS 2890.2, or other suitable documentation.**
 - 3.4 Identify the maximum number of commercial vehicles that will access the subject site on a daily basis.**
 - 3.5 Show areas of car parking allocated as customer parking (positioned towards the front of the site and away from loading bays) and area of parking allocated for employee parking (towards the rear of the site).**
- 4. Except with the prior written consent of the Responsible Authority, the layout of the use must always accord with the endorsed plan and must not be altered or modified.**
- 5. The licensed area shown on the endorsed plans must not be altered without the prior written consent of the Responsible Authority and VCGLR (Victorian Commission for Gambling and Liquor Regulation).**
- 6. Malt must not be manufactured on site at any time to the satisfaction of the Responsible Authority.**
- 7. Food must not be offered for sale or consumption within the red line area.**

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

- 8. Patron seating must not be provided within the red line area.**
- 9. Live music must not be played within the subject site.**
- 10. Except with the prior written consent of the Responsible Authority, the sale and consumption of liquor may only occur between the following hours:**
 - 10.1 Monday- Saturday 9am – 5pm.**
- 11. No more than 28 patrons may be present within the red line area at any one time.**
- 12. The use must comply with the endorsed Alcohol Management Plan at all times.**
- 13. Bins or other receptacles for any form of rubbish or refuse must not be placed or allowed to remain in view of the public and smell must not be emitted from any such receptacle.**
- 14. All wastes must be disposed of to the satisfaction of the Responsible Authority and no liquid waste or polluted waters shall be discharged into a sewer or stormwater drainage system.**
- 15. The site shall be kept in a neat and tidy condition at all times, all to the satisfaction of the Responsible Authority.**
- 16. No gaming machines shall be installed on the premises at any time.**
- 17. Noise emitted from the premises must not exceed the permissible noise levels determined in accordance with the State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) No. N-1.**
- 18. The amenity of the area must not be detrimentally affected by the use of land , including through the:**
 - 18.1 transportation of materials, goods or commodities to or from the land;**
 - 18.2 appearance of any building, works or materials;**
 - 18.3 emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, girt or oil;**
 - 18.4 presence of vermin;**
 - 18.5 adverse behaviour of patrons to or from the land; or**
 - 18.6 in any other way.**
- 19. The loading and unloading of goods from vehicles must only be carried out on the land within the designated loading bay(s) and must not disrupt the circulation and parking of vehicles on the land.**
- 20. Car spaces, access lanes, loading bays and driveways must be maintained (including line marking) and kept available for these purposes at all times. No measures must be taken to restrict access to the car park.**
- 21. The car parking area must be lit if in use during the hours of darkness and all lights must be designed and fitted with suitable baffles. The lighting must be positioned to prevent any adverse effect on adjoining land and must not be considered excessive for the area, all to the satisfaction of the Responsible Authority.**

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

- 22. The site operator must endeavour to prevent site bound commercial vehicles queuing on arrival along the public access road. Accordingly, access driveways/roadways/aisles providing access to loading areas on-site must not be gated during operating hours or feature control points (i.e. boom gates, guardhouse or similar) without suitable queuing space on site, all to the satisfaction of the Responsible Authority.**
- 23. Loading and unloading on the site must be in accordance with the Traffic and Parking Management Plan provided.**
- 24. This permit will expire if one of the following circumstances applies:**
 - 24.1 the use does not start within one (1) year of the completion of the development, or**
 - 24.2 the use is discontinued for a period of two (2) years.****Before the permit expires or within six (6) months afterwards the owner or occupier of the land may in writing request the Responsible Authority to extend the expiry date.**

Permit notes:

The applicant must obtain the relevant licence from the Liquor Licensing unit of Consumer Affairs Victoria prior to the sale and/or consumption of liquor from the premises.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

STATUTORY PLANNING APPLICATIONS

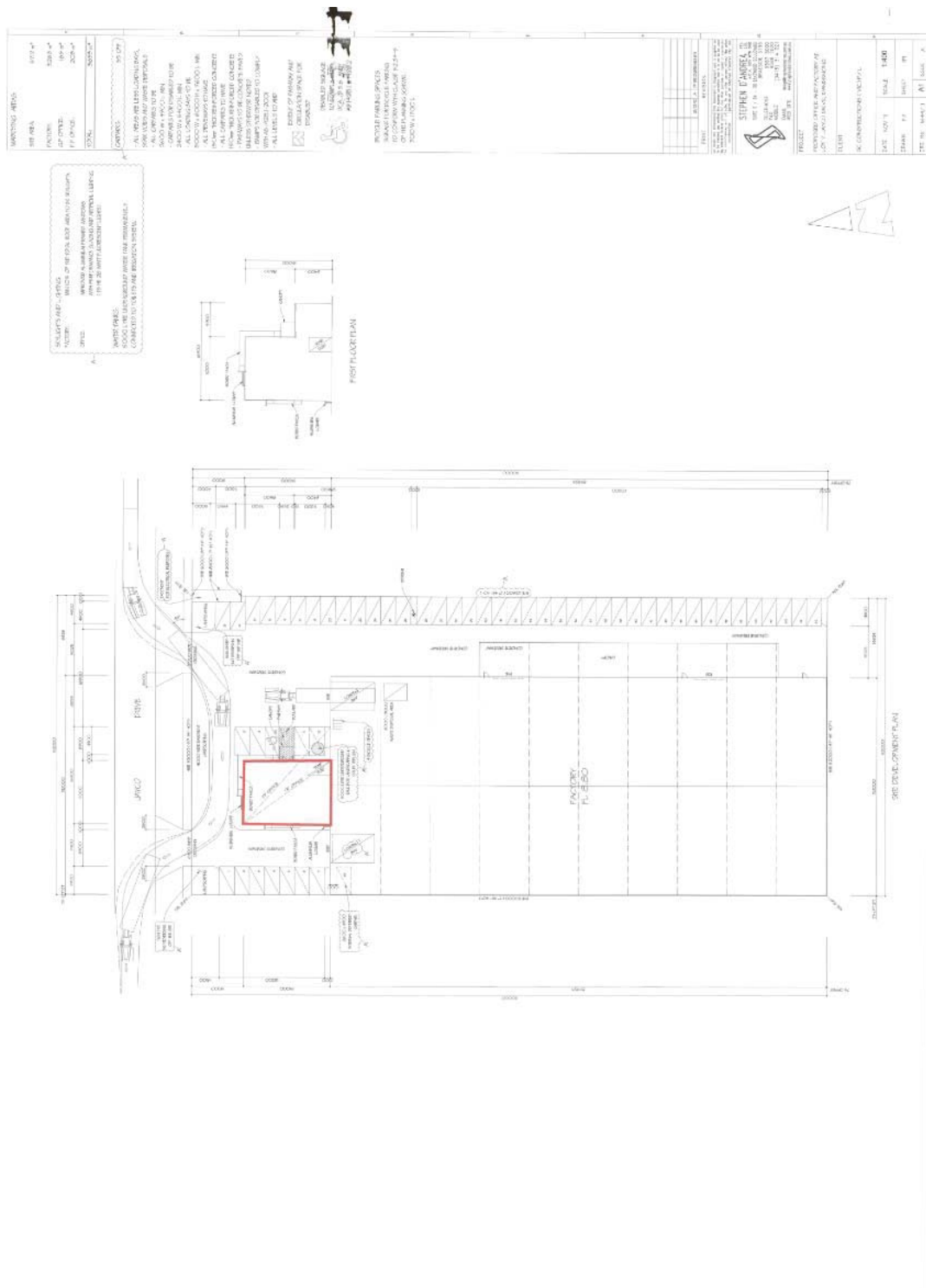
**TOWN PLANNING APPLICATION – NO. 24 JAYCO DRIVE, DANDENONG
SOUTH (PLANNING APPLICATION NO. PLN17/0587**

ATTACHMENT 1

SUBMITTED PLANS

PAGES 2 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.3.1 Town Planning Application – No. 24 Jayco Drive, Dandenong South (Planning Application No. PLN17/0587 (Cont.))

2.4 FINANCE AND BUDGET

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23

File Id:

Responsible Officer:

Director Corporate Services

Attachments:

Long Term Financial Strategy 2018-19 to
2022-23

Report Summary

The Long Term Financial Strategy (LTFS) establishes a financial blueprint for Council's management of its financial resources ensuring that the City of Greater Dandenong remains a sustainable Council in the longer term. The LTFS is subject to annual reviews to ensure the financial projections remain current. This report recommends Council adopt the revised LTFS.

Recommendation Summary

This report recommends that Council adopts the 2018-19 to 2022-23 Long Term Financial Strategy.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**Background**

This revision of the LTFS represents a critical document for the Council. The most significant challenges that have been posed by previous versions of the LTFS have surrounded Council's capacity to deliver a wide range of new community infrastructure whilst maintaining a sound financial position.

In the face of a new legislative environment however, the challenges in this version are very much around what actions Council can take to mitigate the very significant impacts of a restriction on Council's ability to raise revenue into the future.

Capping of council rates

The Victorian Government has established the Fair Go Rates System (FGRS), which restricts Council from increasing rate income in a year.

Each year the Minister for Local Government (the Minister) will set the rate cap that will specify the maximum increase in councils' rates and charges for the forthcoming financial year. In circumstances where the rate cap is insufficient for a specific council's needs, Council can apply to the Essential Services Commission for a higher cap.

Forecast rate increases

	Actual 2017-18	Budget 2018-19	Strategic Resource Plan Projections			
			2019-20	2020-21	2021-22	2022-23
Rate increase	2.50%	2.25%	2.00%	2.00%	2.00%	2.00%

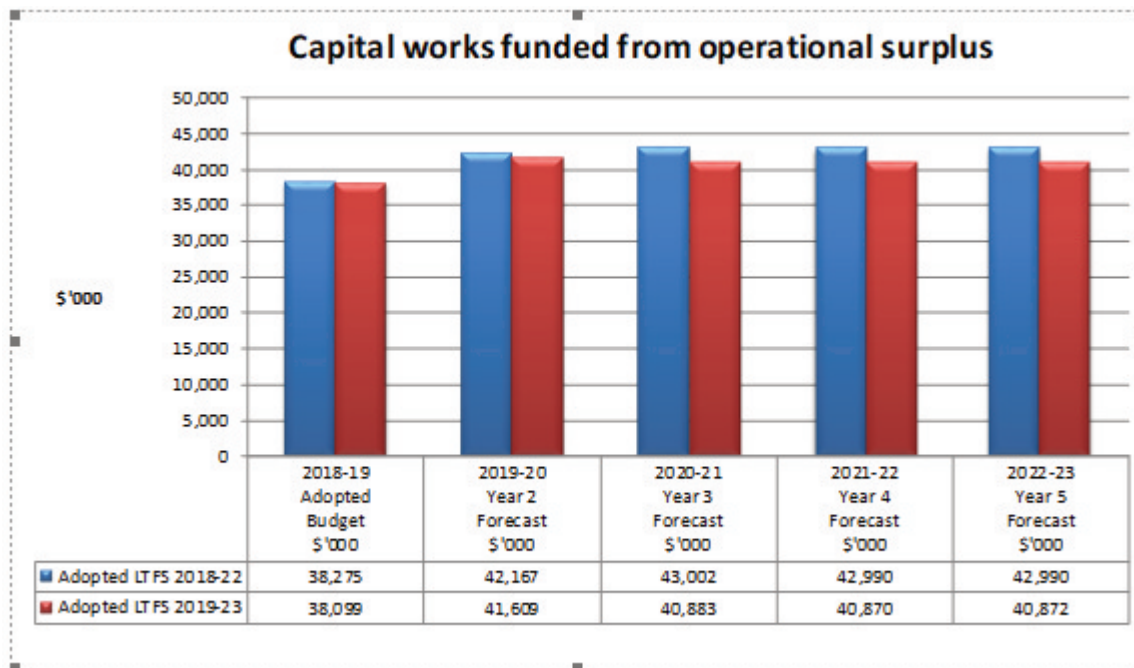
The Minister for Local Government announced on 18 December 2017 that Victorian council rate rises would be capped at the forecast rate of inflation of 2.25 per cent in the 2018-19 financial year. Annual rate increases from 2019-20 are assumed at a forecast Consumer Price Index (CPI) of 2.00 per cent.

There remains a further inherent risk in the future capped amount with the Essential Services Commission to provide further advice to the Minister on the inclusion of a potential efficiency discount which would further reduce the capped rate amount below the rate of inflation. It is likely that Council will be further advised on this approach during 2018 with any impact to apply from the 2019-20 financial year. If the rate cap increases are less than predicted, Council will be required to reduce services and/or service levels and/or reduce the capital works program, if additional revenue sources are not available.

The impact of rate capping on Council's Long Term Financial Strategy

The growth in capital was viewed as essential for Council to continue to meet its annual asset renewal targets as well as providing a funding base that would allow Council to deliver major new infrastructure to the Greater Dandenong community.

Whilst the funding base for capital expenditure (from Council operations) has been maintained at the same levels as the previous LTFS, the following graph highlights the plateau to available capital works funding from 2020-21 as a result of rate capping restrictions.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

NB: The actual amount of capital expenditure will vary significantly from year to year depending on capital grant revenue, loan funds and use of Council reserves. It is important to note that this graph is based on the amount of funding that Council can apply to capital expenditure from its operating result. The above figures are further subject to Council achieving savings targets or successfully applying for a variation to the rate cap in future years. From 2020-21 to 2022-23, a reduction of \$1 million each year has been factored in at this point to fund an increase in operational/maintenance costs associated with the Springvale Community Precinct redevelopment (estimate only).

The development of this LTFS has also seen a focus on the expenditure assumptions. Net costs (expenditure/revenue) for 2018-19 have continued to be contained to absorb the third year impact of the rate cap combined with the flow on impact from reductions in the previous two years.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

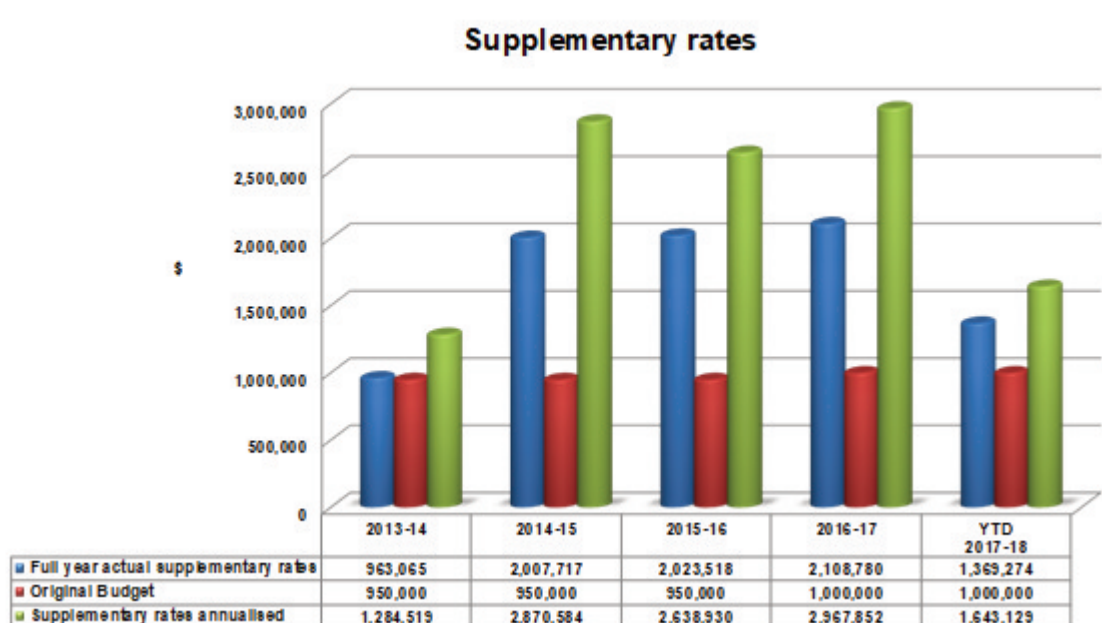
Items creating a flow on impact (favourable and unfavourable) across the LTFS include:

- The Enterprise Agreement 2015 ends 30 June 2018. Employee costs for the 2018-19 year and subsequent two years are dependent on the Enterprise Bargaining outcomes and it has been assumed that total employee cost increases will match the forecast rate cap of 2.25 per cent in 2018-19 and 2.00 per cent thereafter (including increments). Superannuation guarantee charge increases were announced as part of the 2014 Federal Budget and this LTFS assumes that the superannuation will increase progressively from 9.5 per cent in 2018-19 to 10.5 per cent by 2022-23. Future changes to the superannuation legislation are outside the term of this LTFS however the current projected trajectory is 12.0 per cent by 2025-26.
- Material costs which were previously forecast to increase at a CPI estimate of 2.90 per cent, were reduced to 2.50 per cent in 2016-17 and then to 2.00 per cent in 2017-18 to match the forecast increase in Council rates. The forecast for 2018-19 is set at the rate cap of 2.25 per cent.
- An increase in the statutory fees set by State Government for Planning services under the Planning and Environment (Fees) Regulations 2016 has mainly contributed to the increase in statutory income of \$1.5 million from 2016-17 Annual Budget to forecast 2018-19, offset partly by increase in salaries.
- Increase of nearly \$1 million to the net cost of the Community Care services (aged care) (2017-18 Adopted Budget to forecast 2018-19 year with flow on effect). This is mainly due to a significant restructure in the last financial year relating to the Aged Care Reform Agenda with the State and Federal Governments now undertaking separate responsibilities for In Home Support Programs depending on the age of the client. This has been a huge undertaking with unintended consequences resulting in a movement from a predominantly integrated block funded program to separate programs where funding is based almost solely on the achievement of targets.
- Significant supplementary rate growth over the past three years. The base level of rates that Council will commence the rate capped 2018-19 financial year are higher than forecast due to significantly higher than forecast supplementary rate revenue in recent years.

Council is confident that it can continue to manage the rates capping challenge in the 2018-19 financial year. Beyond this period however the ongoing challenges will begin to become more difficult particularly as the delivery of new facilities such as the Springvale Civic Precinct add considerable costs to Council's operational budgets without the ability to offset this via increased rates.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

While the annual decision on the rates has a material impact on Council's finances, the growth in the overall rate base through supplementary rates has been of significant importance. The last three years in supplementary rates growth has been extraordinary. They do not form part of the rate cap – but instead are built into the base for the future year's calculation. Annual dwelling growth has been in excess of 1,000 over the past three years.



The rate capping challenge in the medium to long term will require Council to fundamentally review the sustainability of its operations. A 'business as usual' approach will not be sufficient to meet the challenge into the future. Council is committed to annual reviews of the LTFS and, particularly, the assumptions which underpin the strategy. It will be necessary for Council to undertake a review of all services in line with community expectations and council's resource availability.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Recurrent grant funding

Recurrent grants (inclusive of the Financial Assistance grants funding received via the Victoria Grants Commission (VGC)) form around 14 per cent of Council's total underlying operational revenue and hence are an important source of revenue for Council.

Recurrent grant revenue however has consistently failed to keep pace with the cost of providing these same services that the grant supports, therefore requiring Council to continue to 'top-up' the State and Federal government shortfall with rate funding in order to continue to provide the current level of services to the community.

The table below highlights the current projected recurrent grant level funding over the life of this LTFS.

	Budget	Strategic Resource Plan Projections			
	2018-19	2019-20	2020-21	2021-22	2022-23
Operating grants	\$'000	\$'000	\$'000	\$'000	\$'000
Recurrent					
Commonwealth Government	21,089	21,392	21,697	22,006	22,322
State Government	6,623	6,577	5,847	5,906	5,963
Subtotal grants - operating (recurrent)	27,712	27,969	27,544	27,912	28,285
% increase (decrease)	-6.5%	0.9%	-1.5%	1.3%	1.3%

Notes: The 6.5 per cent decrease in recurrent operating grant funding from the 2017-18 Original Budget of \$29.63 million is due to lower grant funding expected to be received in the areas of Home and Community Care, Family and Children and Maternal and Child Health, partly offset by higher Financial Assistance grant funding. A 1.5 per cent indexation on the actual 2017-18 Financial Assistance grants funding is included in the 2018-19 Budget.

Strategic Major Projects

There have been enormous strides in the past five years and significant investment in the infrastructure of our City including:

- \$65 million Dandenong Civic Centre and Library.
- \$26 million redevelopment of the Dandenong Market.
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The past several years have seen facilities in the Council improve markedly and contribute towards making the Council a better place for its residents to live, work and enjoy. Council retains a strong focus on the future needs for this Council and there are a number of key projects that need to be considered. These include:

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

- Continuing to deliver the master plan outcomes for the Springvale Community Precinct including the library and town hall revitalisation (\$50 million pre tender estimate) – with \$18.14 million to be sourced from Council rates and/or reserve funds.
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Each of these projects in themselves is extremely significant and involves expenditure in the tens of millions. Of these projects, only the Springvale Community Precinct has been directly factored into this current revision of the LTFS including an additional \$1 million (estimate) in operational/maintenance costs from 2020-21 onward. At this point, this has been funded by a corresponding reduction in the capital works program for the years 2020-21 to 2022-23 unless savings/additional revenue can be achieved over the life of the LTFS. It is important to note that these projects and others derived from Strategies and Plans also create an additional maintenance requirement going forward, increasing operational costs into the future.

Springvale Community Precinct - Stage 1 and 2

The full cost of the Springvale Community Precinct is estimated to be \$50.41 million.

Funding sources	\$
View Road sale of land	11,000,000
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Loan funds	20,000,000
Council capital contribution	18,142,254
Grand total funding sources	50,405,696

The key assumption remains that of the \$18.14 million, \$8.37 million will need to be required as a funding source over the 2018-19 and 2019-20 financial years. \$3.02 million will be funded from Council rates in 2018-19 and \$5.36 million (2019-20) will be funded by either a call on the major project reserve or from council rates.

At the same point, Council must maintain its existing assets and meet the asset renewal challenges, continue to provide a strong suite of operational services to its residents and provide for the ongoing capital development of Council across a broad range of items in addition to the major projects listed above.

Outcomes of the LTFS

The purpose of the LTFS is to therefore provide a financial framework to Council in terms of what can be prudently achieved over this period and whilst this document has a strong focus on a five-year time horizon, the work that sits behind the final document has a longer focus in terms of capital planning.

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In preparing the 2018-19 to 2022-23 LTFS, the State Government capping of council rates at the CPI will impact the finances of Council and have been included in the preparation of this strategy.

The key outputs included in the LTFS are:

- The achievement of an ongoing underlying operational surplus throughout the life of the LTFS.
- An increase in capital works investment funded from Council's operations from \$38.10 million in 2018-19 to \$40.87 million in 2022-23 (*noting that this may be subject to future reductions due to the future impacts of rate capping*).
- Funding for asset renewal ranging from \$21.30 million to \$25.99 million over the life of the LTFS (*again noting this is subject to future review as a result of rate capping*).
- The achievement of a financial structure, where annual asset renewal needs are met from the base operating outcome of Council, and non-renewable sources of funds such as reserves and asset sales are used to fund new or significantly upgraded facilities.
- Retention of service provision at present levels for 2018-19 (*noting that this is subject to future review as a result of rate capping*).

In terms of the inputs required to achieve the above outcomes, the LTFS is based on the following:

- A rate increase of 2.25 per cent for the 2018-19 financial year as directed by the Minister for Local Government. A rate cap at CPI (based on a future CPI projection of 2.00 per cent) has been applied for the remaining years of the LTFS (2019-20 to 2022-23). Waste charges have been included on a full cost recovery basis as they are currently excluded from the rate cap.
- The LTFS includes an assumption of new borrowings of \$20 million split evenly over the 2018-19 and 2019-20 financial years with a loan term of 10 years.

In summary, the 2018-19 to 2022-23 LTFS highlights the considerable challenges faced by Council over the coming five-year period and beyond, in order for Council to remain a viable and sustainable Council and at the same time endeavouring to deliver on key infrastructure projects that are critical to our community.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Proposal

It is proposed that Council adopt the revised Long Term Financial Strategy.

Community Plan ‘Imagine 2030’ and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan ‘Imagine 2030’. This report is consistent with the following community visions:

Community Plan ‘Imagine 2030’

Opportunity

- *Leadership by the Council* – The leading Council

Council Plan 2017-2021

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

Opportunity

- An open and effective Council

The strategies and plans that contribute to these outcomes are as follows:

- Annual Budget

Related Council Policies

Financial Management Policy.

Financial Implications

The parameters established in the Long Term Financial Strategy have been utilised by Council in preparing the proposed 2018-19 Annual Budget.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Consultation

The draft Long Term Financial Strategy was presented to Council at its strategic retreat and formed the base framework upon which the 2018-19 Annual Budget was prepared.

Conclusion

The Long Term Financial Strategy forms an essential element of Council's overall planning framework and is vital in ensuring the long term financial health of this Council. Strong improvements have been achieved in the financial position of Greater Dandenong City Council over the past five years. The 2018-19 to 2022-23 LTFS highlights the considerable challenges faced by Council over the coming five year period and beyond, in order for Council to remain a viable and sustainable Council and at the same time endeavouring to deliver on key infrastructure projects that are critical to our community.

Recommendation

That Council adopts the 2018-19 to 2022-23 Long Term Financial Strategy.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

FINANCE AND BUDGET

**ADOPTION OF THE LONG TERM FINANCIAL STRATEGY 2018-19 TO
2022-23**

ATTACHMENT 1

**LONG TERM FINANCIAL STRATEGY
2018-19 – 2022-23**

PAGES 93 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

www.greaterdandenong.com

Long Term
Financial Strategy
2018-19 – 2022-23

 GREATER
DANDENONG
City of Opportunity

Adopted by Council 12 June 2018

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

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2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**Table of Contents**

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2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

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2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23**1 Executive summary****1.1 Purpose of the Long Term Financial Strategy (LTFS)**

The Long Term Financial Strategy (LTFS) exists primarily to provide the following outcomes for the City of Greater Dandenong (Council):

1. Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome.
2. Establish a financial framework against which Council's strategies, policies and financial performance can be measured against.
3. Ensure that Council complies with sound financial management principles, as required by the Local Government Act (1989) and plan for the long-term financial sustainability of Council (Section 136).
4. Allow Council to meet the objectives of the Local Government Act (1989) to promote the social, economic and environmental viability of the municipal district and its role in maintaining the viability of Council to ensure that resources are managed in a responsible manner (Sections 3C (2)(a) and 3D (2)(c)).

This LTFS represents a comprehensive approach to document and integrate the various strategies (financial and other) of Council. The development of the long-term financial projections represents the output of several strategy areas, that when combined, produce the financial direction of Council as shown below:

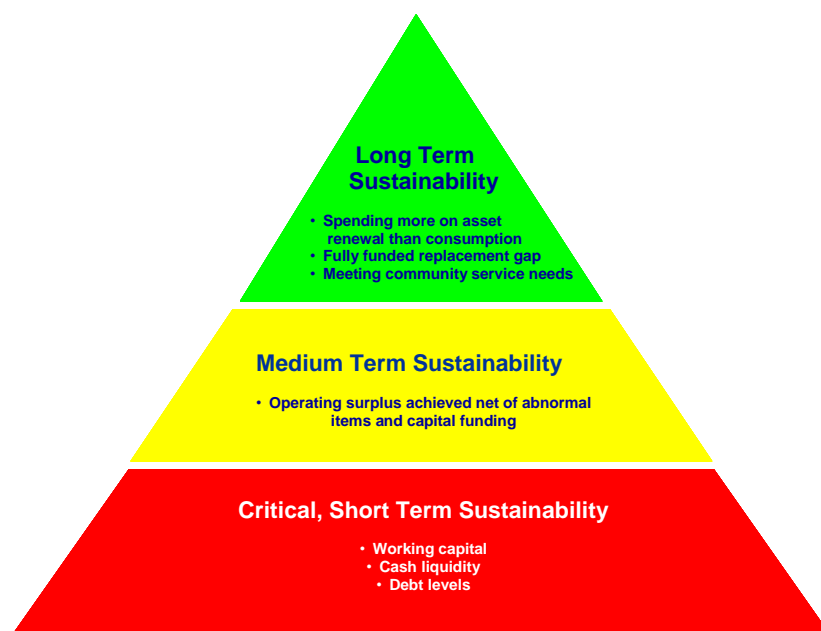


2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23**1.2 Objectives of the Long Term Financial Strategy**

The objectives of this LTFS (not prioritised) are as follows:

- The achievement of a prudent balance between meeting the service needs of our community (both now and future) and remaining financially sustainable for future generations.
- An increased ability to fund both capital works in general and meet the asset renewal requirements as outlined in asset management planning.
- Endeavouring to maintain a sustainable Council in an environment where Council must either constrain its net operational costs or reduce funds available to capital expenditure due to the capping of council rates and low increases in government grant funding.

For the purposes of this strategy, financial sustainability is defined in the below diagram, modelled essentially on a hierarchy of needs approach.



It could readily be argued that over the past five years, the Council has reached a position as outlined in the Long Term Sustainability section of the triangle. The challenge for Council will be, however, to avoid an outcome where it gradually drops through the sections back into the red zone over the next five years on the back of capped revenue capacity and rising costs.

To avoid this outcome, Council will have to critically evaluate all of its current service provision and may have to make a series of difficult decisions, particularly where costs in services part funded by State and Federal Government increase by an amount greater than Council's ability to increase general revenues.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**1.3 Key outcomes/challenges of this LTFS**

This revision of the LTFS represents a critical document for the Council. The most significant challenges that have been posed by previous versions of the LTFS have surrounded Council's capacity to deliver a wide range of new community infrastructure whilst maintaining a sound financial position.

In the face of a new legislative environment however, the challenges in this version are very much around what actions Council can take to mitigate the very significant impacts of a restriction on Council's ability to raise revenue into the future.

Capping of council rates

The Victorian Government has established the Fair Go Rates System (FGRS), which restricts Council from increasing rate income in a year.

Each year the Minister for Local Government (the Minister) will set the rate cap that will specify the maximum increase in councils' rates and charges for the forthcoming financial year. In circumstances where the rate cap is insufficient for a specific council's needs, Council can apply to the Essential Services Commission for a higher cap.

Forecast rate increases

	Actual 2017-18	Budget 2018-19	Strategic Resource Plan Projections			
			2019-20	2020-21	2021-22	2022-23
Rate increase	2.50%	2.25%	2.00%	2.00%	2.00%	2.00%

The Minister for Local Government announced on 18 December 2017 that Victorian council rate rises would be capped at the forecast rate of inflation of 2.25 per cent in the 2018-19 financial year. Annual rate increases from 2019-20 are assumed at a forecast Consumer Price Index (CPI) of 2.00 per cent.

There remains a further inherent risk in the future capped amount with the Essential Services Commission to provide further advice to the Minister on the inclusion of a potential efficiency discount which would further reduce the capped rate amount below the rate of inflation. It is likely that Council will be further advised on this approach during 2018 with any impact to apply from the 2019-20 financial year. If the rate cap increases are less than predicted, Council will be required to reduce services and/or service levels and/or reduce the capital works program, if additional revenue sources are not available.

The impact of rate capping on Council's Long Term Financial Strategy

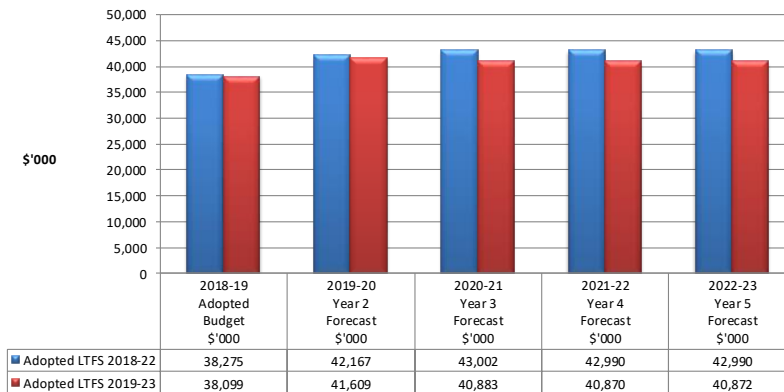
The growth in capital was viewed as essential for Council to continue to meet its annual asset renewal targets as well as providing a funding base that would allow Council to deliver major new infrastructure to the Greater Dandenong community.

Whilst the funding base for capital expenditure (from Council operations) has been maintained at the same levels as the previous LTFS, the following graph highlights the plateau to available capital works funding from 2020-21 as a result of rate capping restrictions.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

Capital works funded from operational surplus



NB: The actual amount of capital expenditure will vary significantly from year to year depending on capital grant revenue, loan funds and use of Council reserves. It is important to note that this graph is based on the amount of funding that Council can apply to capital expenditure from its operating result. The above figures are further subject to Council achieving savings targets or successfully applying for a variation to the rate cap in future years. From 2020-21 to 2022-23, a reduction of \$1 million each year has been factored in at this point to fund an increase in operational/maintenance costs associated with the Springvale Community Precinct redevelopment (estimate only).

The development of this LTFS has also seen a focus on the expenditure assumptions. Net costs (expenditure/revenue) for 2018-19 have continued to be contained to absorb the third year impact of the rate cap combined with the flow on impact from reductions in the previous two years.

Items creating a flow on impact (favourable and unfavourable) across the LTFS include:

- The Enterprise Agreement 2015 ends 30 June 2018. Employee costs for the first three years are dependent on the Enterprise Bargaining outcomes and it has been assumed that total employee cost increases will match the forecast rate cap of 2.25 per cent in 2018-19 and 2.00 per cent thereafter (including increments). Superannuation guarantee charge increases were announced as part of the 2014 Federal Budget and this LTFS assumes that the superannuation will increase progressively from 9.5 per cent in 2018-19 to 10.5 per cent by 2022-23. Future changes to the superannuation legislation are outside the term of this LTFS however the current projected trajectory is 12.0 per cent by 2025-26.
- Material costs which were previously forecast to increase at a CPI estimate of 2.90 per cent, were reduced to 2.50 per cent in 2016-17 and then to 2.00 per cent in 2017-18 to match the forecast increase in Council rates. The forecast for 2018-19 is set at the rate cap of 2.25 per cent.
- An increase in the statutory fees set by State Government for Planning services under the Planning and Environment (Fees) Regulations 2016 has mainly contributed to the increase in statutory income of \$1.5 million from the 2016-17 Annual Budget to the forecast in 2018-19, offset partly by increase in salaries.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

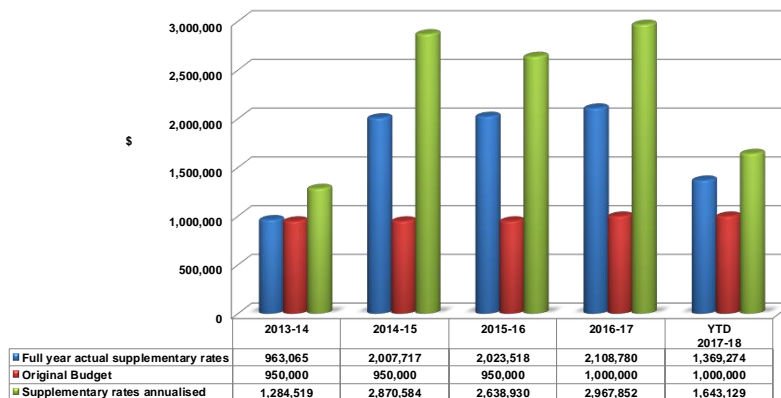
Long Term Financial Strategy 2018-19 – 2022-23

- Increase of nearly \$1 million to the net cost of the Community Care services (aged care) (2017-18 Adopted Budget to forecast 2018-19 year with flow on effect). This is mainly due to a significant restructure in the last financial year relating to the Aged Care Reform Agenda with the State and Federal Governments now undertaking separate responsibilities for In Home Support Programs depending on the age of the client. This has been a huge undertaking with unintended consequences resulting in a movement from a predominantly integrated block funded program to separate programs where funding is based almost solely on the achievement of targets.
- Significant supplementary rate growth over the past three years. The base level of rates that Council will commence the rate capped 2018-19 financial year are higher than forecast due to significantly higher than forecast supplementary rate revenue in recent years.

Council is confident that it can continue to manage the rates capping challenge in the 2018-19 financial year. Beyond this period however the ongoing challenges will begin to become more difficult particularly as the delivery of new facilities such as the Springvale Civic Precinct add considerable costs to Council's operational budgets without the ability to offset this via increased rates.

While the annual decision on the rates has a material impact on Council's finances, the growth in the overall rate base through supplementary rates has been of significant importance. The last three years in supplementary rates growth has been extraordinary. They do not form part of the rate cap – but instead are built into the base for the future year's calculation. Annual dwelling growth has been in excess of 1,000 over the past three years.

Supplementary rates



The rate capping challenge in the medium to long term will require Council to fundamentally review the sustainability of its operations. A 'business as usual' approach will not be sufficient to meet the challenge into the future. Council is committed to annual reviews of the LTFS and, particularly, the assumptions which underpin the strategy. It will be necessary for Council to undertake a review of all services in line with community expectations and council's resource availability.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

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2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23

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2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23

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- Retention of service provision at present levels for 2018-19 (*noting that this is subject to future review as a result of rate capping*).

In terms of the inputs required to achieve the above outcomes, the LTFS is based on the following:

- A rate increase of 2.25 per cent for the 2018-19 financial year as directed by the Minister for Local Government. A rate cap at CPI (based on a future CPI projection of 2.00 per cent) has been applied for the remaining years of the LTFS (2019-20 to 2022-23). Waste charges have been included on a full cost recovery basis as they are currently excluded from the rate cap.
- The LTFS includes an assumption of new borrowings of \$20 million split evenly over the 2018-19 and 2019-20 financial years with a loan term of 10 years.

In summary, the 2018-19 to 2022-23 LTFS highlights the considerable challenges faced by Council over the coming five-year period and beyond, in order for Council to remain a viable and sustainable Council and at the same time endeavouring to deliver on key infrastructure projects that are critical to our community.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23

The below table highlights the strategic outcomes contained in the LTFS.

Section	Strategic Directions Outcomes:
Section 3: Macro view of Council's financial position	<ol style="list-style-type: none"> 1. That Council revise its five-year forward financial plan on an annual basis. 2. That Council maintains an underlying operational surplus (in the Income Statement) prior to the recognition of capital income over the life of the LTFS. 3. That Council seek to increase its capital works investment, funded from operational sources to a sufficient level that allows it to adequately fund its asset renewal requirements <i>(subject to the impacts of rate capping being fully assessed)</i>. 4. That the asset renewal requirements identified in asset management plans be funded over the period of this LTFS <i>(subject to the impacts of rate capping being fully assessed)</i>. 5. That Council endorse through this LTFS, the principle that ongoing asset renewal requirements must be funded from ongoing operational funding sources and that non-renewable funding sources such as asset sales, reserve funds or loan funds not be used to address these needs. 6. That Council conduct during the 2018-19 financial year a detailed review of all current service provision.
Section 4: Capital works forward plan and funding sources	<ol style="list-style-type: none"> 1. That Council note the forecast level of capital expenditure over the five year period of the LTFS.
Section 5: Long term borrowing strategies	<ol style="list-style-type: none"> 1. That Council continues the use of loan funding as a viable and equitable mechanism of funding new/significantly upgraded major assets that provide a broad community benefit (when required). 2. That Council endorse a strategy of setting a target of 40 per cent indebtedness to rates ratio as an ideal financial outcome and where new borrowings are sought, set a ceiling level of 60 per cent with reduction targets to reduce to 40 per cent within a five year period.
Section 6: Long term reserve usage strategies	<ol style="list-style-type: none"> 1. That Council endorse the continued use of the reserve funds noted in this section.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**

Long Term Financial Strategy 2018-19 – 2022-23

Section	Strategic Directions Outcomes:
Section 7: Rating and other revenue strategies	<ol style="list-style-type: none"> 1. That Council note the rate cap of 2.25 per cent for 2018-19 as per the Minister Local Government directive under the State Government Fair Go Rates system (FGRS). 2. That Council note for the years 2019-20 to 2022-23, rates income is estimated to be capped at a forecast CPI of 2.00 per cent. 3. That Council note for the years 2018-19 to 2022-23, waste income is forecast at full cost recovery as it is not currently subject to the rate cap of the FGRS. 4. That Council consider on an annual basis whether to make application to the ESC for a variation to the rate capping framework based on the outcomes contained in the LTFS and future infrastructure requirements. 5. That Council further advocate that all recurrent State Government funding be linked annually to an index that ensures funding is not below the amount set as the rate cap. 6. That this LTFS apply the annual cost escalation factor as the index to all discretionary fees and charges and Council seek to maximise revenue from fees during the Annual Budget processes.
Section 8: Asset management	That Council: <ol style="list-style-type: none"> 1. Continues to enhance existing asset management planning to further enhance the knowledge of future asset renewal and maintenance requirements, including reviewing the service potential of the existing asset infrastructure and how this matches the current community needs. 2. Endorse an in-principle strategy of allocating funds to meet asset renewal and maintenance requirements as a priority in the development of annual Capital Improvement Program and recurrent programs.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

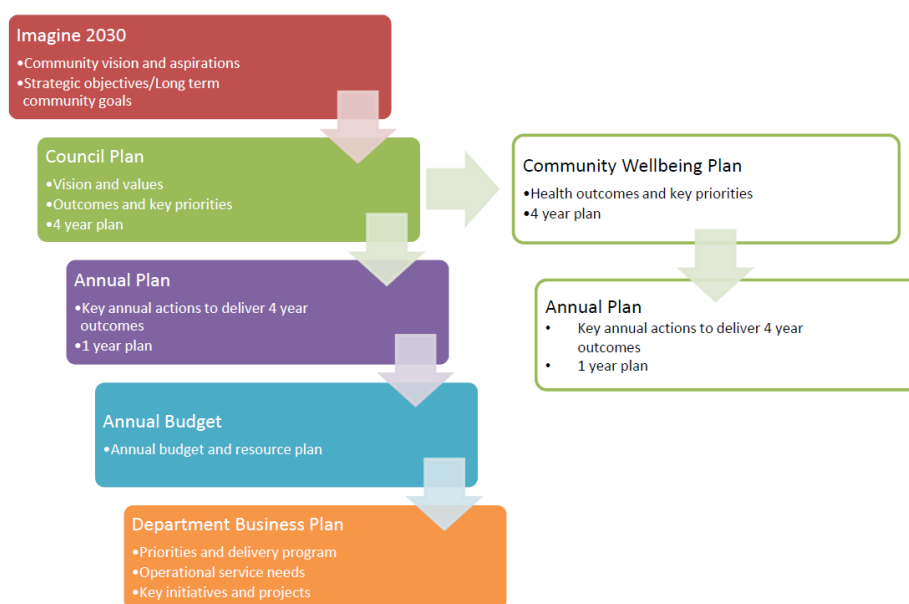
Long Term Financial Strategy 2018-19 – 2022-23

2 Link between LTFS and Council's Planning Framework

The purpose of the LTFS is to ensure the financial soundness of Council and to provide appropriate levels of resources to meet Council's future needs in providing services and facilities to the community.

The LTFS fits into an overall Strategic Planning framework as outlined below:

Integrated Planning Framework



LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**3 Macro view of Council's financial position**

The following financial statements portray the projected financial position of Council over the next five years.

The following financial statements are presented:

- Income Statement by line item including conversion to cash outcome
- Income Statement by Directorate
- Cash Flow Statement
- Balance Sheet
- Statement of Capital Works.

The statements are prepared based on current knowledge and service levels and will no doubt be affected by various events which will occur in future years. It is important that the long-term financial outlook be revisited and updated on an annual basis. It should be noted that final decisions on the allocation of funds are undertaken through Council's Annual Budget process in accordance with the Local Government Act (1989) (Section 137).

Modelling methodology

Following each statement are notes on the assumptions specifically applied to produce the long-term outlook. The notes are referenced in the financial statements. A commentary is also provided on the information relayed by the Statements and what they mean for Council.

In a more global sense however, it is worthwhile detailing the approach to the modelling process as broad percentages have not been universally applied. The model has been prepared at the lowest accounting level within Council's general ledger system being "sub activity (program and account) level". At this level, certain accounts were coded for manual adjustment rather than broad percentage increases (e.g. election expenses, property revaluation costs and one-off projects). It is therefore not possible to simply multiply the previous year's base by a percentage and achieve the same outcomes as presented.

The base point used for modelling has largely been the 2017-18 Original Budget with the 2017-18 Mid Year Budget review being used where it is more appropriate.

Achieving cost savings

The LTFS is a high level strategic plan that acts as a framework for future annual budgets. Whilst this plan is based on the premise of continuing to deliver all present day operational services, it must be highlighted that Council continues to institute a number of processes that have delivered considerable savings against the framework, and will continue to identify savings in the future.

Identifying operational savings

Whilst the LTFS establishes a framework for the Annual Budget, Council thoroughly reviews all draft operational budgets on an annual basis and seeks to achieve savings against this framework wherever possible. Beyond the Annual Budget process, Council's Executive Management continues to seek further operational efficiencies and continuous improvement on an ongoing basis.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23*Parameters used in developing this LTFS*

The table highlights the broader parameters used in the calculation of the LTFS. These parameters are discussed in more detail under each of the respective notes following the Income Statement.

Summary of forecast parameters

Description	Notes	Year 1 2018-19	Year 2 2019-20	Year 3 2020-21	Year 4 2021-22	Year 5 2022-23
CPI forecast	1	2.25%	2.00%	2.00%	2.00%	2.00%
Rate revenue cap	2	2.25%	2.00%	2.00%	2.00%	2.00%
Fees and charges - Council	3	2.50%	2.50%	2.50%	2.50%	2.50%
Fees and fines - Statutory	4	2.00%	2.00%	2.00%	2.00%	2.00%
Financial Assistance Grants funding	5	1.50%	1.50%	1.50%	1.50%	1.50%
Grants and subsidies	5	1.00%	1.00%	1.00%	1.00%	1.00%
Employee costs	6	2.25%	2.00%	2.00%	2.00%	2.00%
Electricity	7	40.00%	5.00%	5.00%	5.00%	5.00%
Water	8	5.00%	5.00%	5.00%	5.00%	5.00%
Gas	9	40.00%	5.00%	5.00%	5.00%	5.00%
Fuel	10	2.25%	2.00%	2.00%	2.00%	2.00%

Sources:

1. The forecast CPI is 2.25 per cent for 2018-19 and 2.00 per cent thereafter.
2. Rates in the 2018-19 year are based on the forecast CPI of 2.25 per cent as directed by the Minister Local Government under the State Government Fair Go Rates System. The remaining years (2019-20 to 2022-23) are based on a forecast CPI of 2.00 per cent.
3. Fee revenue is estimated to increase by 2.50 per cent across all years of the LTFS. Fees and charges are generally linked to labour cost increases as most services provided by Council have a significant labour component. Where services do not include a labour cost component the inflation rate may be used instead. In addition, considerations of community factors are required such as encouraging use of a service and ability to pay.
4. Statutory fees are set by legislation and are frequently not indexed on an annual basis. An estimated increase of 2.00 per cent per annum has been allowed in the LTFS model to account for an increase in volume. However, the actual statutory fee charged will comply with the relevant regulatory framework.
5. Grants and subsidies have been budgeted with a conservative economic outlook at 1.00 per cent. The Financial Assistance grants funding allocation has also been conservatively increased by 1.50 per cent.
6. The employee cost increase for 2018-19 is unknown as the current Enterprise Bargaining Agreement (EBA) 2015 expires 30 June 2018. At this point, employee costs are assumed to increase by 2.25 per cent in 2018-19 consistent with the rate cap. Employee costs will further grow by the cost of movement along bands and in relation to areas where Council inherits new service requirements such as areas of parklands handed from developers to Council. The employee cost parameter used for the remaining four years of the LTFS is forecast at 2.00 per cent (including incremental movements) to align with the forecast rate cap.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23

7. Electricity - an estimate of 40 per cent has been allowed for in the 2018-19 financial year to reflect the requirement to tender a new contract. Market expectations indicate a significant increase of over 40.00 per cent based on discussions with Procurement Australia, and are directly linked to predicted movements since inception of Council's current electricity contract. The parameter reduces to 5.00 per cent for the remaining four years of the LTFS. These costs will be closely monitored.
8. Water - an estimate of 5.00 per cent has been allowed for to reflect anticipated increases in Government investment in water infrastructure. These costs will be closely monitored.
9. Similar to electricity, gas costs are estimated to increase by around 40.00 per cent in 2018-19 due to the nature of the market, driven primarily by the international price pressures and increases expected from Council's current gas contract (*source Procurement Australia*). A parameter of 5 per cent has been applied for the remaining four years of the LTFS.
10. Fuel cost increases are expected to increase by 2.25 per cent in 2018-19 in line with the CPI and 2.00 per cent for the remaining four years of the LTFS.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

Budgeted Comprehensive Income Statement

	Notes	Forecast	Budget	Strategic Resource Plan			
		Actual		Projections			
		2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Income							
Rates and charges	1	132,702	139,575	141,797	146,008	150,310	156,365
Statutory fees and fines	2	8,021	7,950	8,090	8,352	8,417	8,585
User fees	2	8,831	9,628	9,826	10,063	10,307	10,557
Grants - operating	3	24,459	28,148	28,113	27,544	27,912	28,285
Grants - capital	3	4,911	1,256	-	-	-	-
Contributions - monetary	4	2,915	2,398	2,000	2,000	2,000	2,000
Contributions - non-monetary	5	15,000	15,000	15,000	15,000	15,000	15,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	6	(1,284)	661	825	467	467	467
Other income	7	9,810	10,350	7,847	8,004	8,171	8,625
Total income		205,365	214,966	213,498	217,438	222,584	229,884
Expenses							
Employee costs	8	76,139	76,894	78,713	79,136	80,926	82,787
Materials and services	9	60,474	63,726	60,239	62,599	64,347	67,723
Bad and doubtful debts	10	1,254	1,097	968	1,016	1,066	1,119
Depreciation	11	29,758	29,945	30,544	31,155	31,778	32,414
Borrowing costs	12	3,419	3,171	3,414	3,652	3,473	3,277
Other expenses	13	4,858	4,767	4,952	5,936	5,151	5,252
Total expenses		175,902	179,600	178,830	183,494	186,741	192,572
Surplus for the year		29,463	35,366	34,668	33,944	35,843	37,312
Other comprehensive income							
<i>Items that will not be reclassified to surplus or deficit in future periods:</i>							
Other		-	-	-	-	-	-
Total comprehensive result		29,463	35,366	34,668	33,944	35,843	37,312

Adjusted underlying result

	Forecast Actual	Budget	Strategic Resource Plan Projections			
	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Operating						
Total income	205,365	214,966	213,498	217,438	222,584	229,884
Total expenses	(175,902)	(179,600)	(178,830)	(183,494)	(186,741)	(192,572)
Surplus for the year	29,463	35,366	34,668	33,944	35,843	37,312
Less non-operating income and expenditure						
Grants - capital (non-recurrent)	(3,563)	(1,256)	-	-	-	-
Contributions - non-monetary	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Capital contributions - other sources	(2,915)	(2,398)	(2,000)	(2,000)	(2,000)	(2,000)
Adjusted underlying surplus (deficit)	7,985	16,712	17,668	16,944	18,843	20,312

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

Conversion to cash rates

Notes	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Net operating result	29,463	35,366	34,668	33,944	35,843	37,312
Less cash costs not included in						
Capital expenditure	14 61,321	59,912	52,609	41,883	41,870	41,872
Loan repayments	15 3,086	3,301	8,496	2,894	3,081	3,270
Loan proceeds	16 -	(10,000)	(10,000)	-	-	-
Land acquisition - repayment	17 1,255	-	-	-	-	-
Transfer from reserves	18 (11,383)	(12,339)	(7,502)	(2,566)	(2,641)	(2,742)
Transfer to reserves	18 12,738	9,623	6,795	8,074	10,497	12,512
Sub total	67,017	50,497	50,398	50,285	52,807	54,912
Plus non-cash costs included in						
Depreciation	29,758	29,945	30,544	31,155	31,778	32,414
Written down value of assets sold	2,016	186	186	186	186	186
Contributions - non-monetary assets	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Sub total	16,774	15,131	15,730	16,341	16,964	17,600
Surplus (deficit) for the year	(20,780)	-	-	-	-	-
Accumulated surplus brought forward	21,076	-	-	-	-	-
Accumulated surplus brought forward	296	-	-	-	-	-

Operational income

1 Rate income

The rate increase in 2018-19 has been based on a rate cap (CPI) of 2.25 per cent. The rate increase in the remaining years of the LTFS are based on a forecast rate cap/CPI of 2.00 per cent.

There remains significant growth forecast within Council in relation to the industrial and residential components of the two large development areas south of Dandenong. Forecasts for supplementary rates will be further considered in future revisions of the LTFS. For the purposes of this LTFS, the forecast has been kept stable at \$1 million per annum.

Council will apply its policy of 'full cost recovery' in determining the waste charge for residents in all years of this LTFS. Waste costs are forecast to increase on average around 5 per cent over five years of the LTFS

The LTFS assumes the continuation of the Keysborough Maintenance Levy. All funds derived from these maintenance levies are fully reserved and do not form part of Council's general discretionary income.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23

The table below highlights the various rating components upon which the LTFS has been based.

	Forecast		Strategic Resource Plan			
	Actual	Budget	Projections			
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
General rates	113,088	117,449	120,589	124,225	127,933	131,716
Supplementary rates	1,400	1,000	1,000	1,000	1,000	1,000
Waste charges	16,529	19,352	18,433	19,008	19,602	21,874
Keysborough Maintenance Levy	1,381	1,470	1,470	1,470	1,470	1,470
Interest on rates	414	414	415	415	415	415
Less rates abandoned	(110)	(110)	(110)	(110)	(110)	(110)
Total rates and charges	132,702	139,575	141,797	146,008	150,310	156,365

2 Statutory fees, fines and user fees

Fees, charges and fines include services where Council has the discretion to determine the fee amount and statutory fees where the level is prescribed by the Commonwealth or State Governments.

Also included under this heading is income received from recoveries of Infringement Court costs (relating to parking infringements).

The LTFS is based on statutory fees increasing by 2.00 per cent per annum, whereas the discretionary fees have been indexed at 2.50 per cent per annum, which is more in line with the cost of providing the services. Discretionary fees include the hire of Council's many building, sports and recreational facilities.

3 Grants – operating and capital (recurrent and non-recurrent)

Council currently receives approximately \$30.09 million (2017-18 Budget) in operating grants, including the untied Financial Assistance grant funding received via the Victoria Grants Commission (VGC). This is Council's major operating grant. From 2018-19, a cautious increase of 1.50 per cent per annum for these grants has been applied, which seldom increase at an equivalent rate to the cost of providing the subsidised services.

Council relies on grant income for delivering a range of services to the diverse community of the city. Greater Dandenong has a large migrant population, from a wide socio economic spectrum which places significant demands on Council in the delivery of services in language, literacy and social integration.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

Operating grants

The major types of operating grants Council receives are summarised by:

- Source (federal, state and other)
- Type (services)
- Recurrent and non-recurrent

	Forecast	Budget	Strategic Resource Plan			
	Actual 2017-18	2018-19	Projections			
	\$'000	\$'000	2019-20	2020-21	2021-22	2022-23
Operating grants			\$'000	\$'000	\$'000	\$'000
Recurrent						
Commonwealth Government						
Victoria Grants Commission	6,018	11,415	11,586	11,760	11,936	12,116
Family Day Care	3,272	3,241	3,309	3,375	3,442	3,511
Home and community care	5,310	6,416	6,480	6,545	6,611	6,677
Community health	17	17	17	17	17	18
State Government						
Home and community care	2,490	1,670	1,580	1,596	1,612	1,628
Maternal and child health	1,828	1,836	1,850	1,868	1,887	1,904
Family and children	1,789	1,558	1,573	834	842	851
Libraries	996	984	994	1,004	1,014	1,024
School crossings	306	306	309	312	315	318
Community health	172	229	231	233	236	238
Emergency management	40	40	40	-	-	-
Total recurrent operating grants	22,238	27,712	27,969	27,544	27,912	28,285
Non recurrent						
Commonwealth Government						
Family and children	434	-	-	-	-	-
Home and community care	63	-	-	-	-	-
Community health	64	16	-	-	-	-
Libraries	110	-	-	-	-	-
State Government						
Community health	231	85	-	-	-	-
Environment	220	144	144	-	-	-
Arts and culture	150	-	-	-	-	-
Education and employment	425	161	-	-	-	-
Family and children	498	-	-	-	-	-
Home and community care	13	-	-	-	-	-
Sports and recreation	3	30	-	-	-	-
Other						
Education and employment	10	-	-	-	-	-
Total non-recurrent operating grants	2,221	436	144	-	-	-
Total operating grants	24,459	28,148	28,113	27,544	27,912	28,285

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

Capital grants

Capital grants have been forecast in conjunction with the estimates provided on specific capital projects. There are no capital grants able to be forecast with certainty over the life of the LTFS.

The current Roads to Recovery Program funding provided by the Commonwealth Government continues until 30 June 2019. Council has received its full entitlement under the current program, so no funding will be received in 2018-19. The next R2R program will commence from 2019-20, however, the allocation amounts are not known at this point. Certain conditions must be followed and annual reports must be submitted.

The major type of capital grants Council receives are summarised by:

- Source (federal, state and other)
- Type (services)
- Recurrent and non-recurrent

	Forecast	Budget 2018-19	Strategic Resource Plan Projections			
	Actual 2017-18		2019-20	2020-21	2021-22	2022-23
Capital grants	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Recurrent						
Commonwealth Government						
Roads to Recovery *	1,348	-	-	-	-	-
Total recurrent capital grants	1,348	-	-	-	-	-
Non-recurrent						
Commonwealth Government						
Sports and recreation	1,768	243	-	-	-	-
Public safety	422	-	-	-	-	-
State Government						
Roads	526	400	-	-	-	-
Sport and recreation facilities	100	613	-	-	-	-
Family and children	747	-	-	-	-	-
Total non-recurrent capital grants	3,563	1,256	-	-	-	-
Total capital grants	4,911	1,256	-	-	-	-

* - Note re Roads to Recovery – In the 2016-17 Federal Budget, the Australian Government took a decision to provide an additional \$50 million on an ongoing basis to the Roads to Recovery (R2R) Program from 2019-20. Council has received its full entitlement under the existing R2R program, therefore, no R2R funding is expected in 2018-19.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**4 Contributions – monetary**

Depending on the amount of development activity in progress, Council receives contributions from developers. These contributions represent funds to enable Council to provide the necessary integrated infrastructure for new developments. They are for very specific purposes and often require Council to outlay funds for infrastructure works some time before receipt of these contributions. These contributions are statutory contributions and are transferred to a statutory reserve until utilised for a complying purpose through the Capital Works Program.

5 Contributions – non-monetary

Contributions non-monetary represent fixed assets that are 'gifted' by developers as developments progress. Council will see an increase in 'gifted assets' arising from the major Development Contribution Plans (DCP). Whilst these assets add to Council's overall asset base, they also add to the future obligations to maintain and replace these assets at the end of their useful lives. They therefore impact on Council's depreciation levels and required capital and maintenance spending in the future.

6 Net gain (or loss) on disposal of property, infrastructure, plant and equipment

Net gain (or loss) on disposal of fixed assets is the net result of the proceeds received from the sale of assets compared to their book value (written down value) held by Council.

Proceeds from sale of assets are mainly attributed to the asset classes of land and plant and equipment. Plant and equipment sales are determined by an annual replacement program of Council's fleet of vehicles and major plant used for street cleaning, parks maintenance and other asset management functions.

The premise in the strategy for land sales is that proceeds are transferred to the Major Projects reserve and are not utilised for operational purposes.

Written down values mainly relate to plant sold as part of the plant replacement program and the estimated book value of land earmarked for sale.

7 Other income (including interest)

Interest income will average around \$1.87 million per annum over the five years of the LTFS, and comprises interest earned from cash invested with financial institutions.

Also included under this heading is recovery income from a variety of sources and rental income received from the hire of Council buildings. Recoveries from the State Revenue Office in relation to the general revaluation contract are no longer expected to be received from 2018-19 due to the change to an annual valuation process.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**Operational expenditure****8 Employee costs**

Salaries are the largest component of Council's operating budget, representing around 52 per cent of operating expenses (excluding depreciation). Council enters into an Enterprise Bargaining Agreement (EBA) every three years which determines the level of salary increase to be given to staff. The current Enterprise Bargaining Agreement 2015 expires on 30 June 2018. Therefore, the employee cost increase for 2018-19 is currently unknown. The LTFS assumes base salary increases linked to the rate cap (forecast CPI) beyond the expiry of the EBA at this point.

In the 2014 Federal Budget, the Treasurer announced important changes to the Superannuation Guarantee Scheme (SGC). The SGC rate will now remain at 9.50 per cent until 30 June 2021. It will then increase to 10.00 per cent in 2021-22 and 10.5 per cent in 2022-23. Beyond that point, it will continue to increase to 12.00 per cent by 2025-26. Should the Government revise the planned superannuation increases, the LTFS will be amended at that point.

In addition to the base wage increase assumptions, Council has to provide funding for annual increments in employee banding. This generally equates to an additional 0.5 per cent (approximately) in employee costs.

9 Materials and services

The broad assumption in materials and services is for an increase matching the forecast CPI (2.25 per cent in 2018-19 and 2.00 per cent thereafter). Council has significant ongoing contracts for delivery of services such as waste management and maintenance of parks and gardens. Council also engages contractors for building maintenance and supplementary valuations. All these contracts are negotiated at near CPI levels as far as possible.

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Council's payments to family day carers are also included under this category.

Other associated costs included under this category are utilities, materials for the supply of meals on wheels and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. These costs are kept to within CPI levels year on year.

Costs of materials and services remain at approximately 35 per cent of total operating expenditure over the five years of the LTFS.

10 Bad and doubtful debts

Bad and doubtful debts are expected to increase marginally over the life of the LTFS and primarily relates to parking fines forwarded to the Infringements Court for collection and a consequent reduction in collection rates.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23*11 Depreciation*

Depreciation estimates have been based on the projected capital spending contained within this LTFS document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets in order to recognise the impact of rising replacement costs in accordance with Australian Accounting Standard requirements. Depreciation estimates may be influenced by future recognition and disposal of assets and how Council expends its capital works program.

12 Borrowing costs

Council's projected loan indebtedness at 30 June 2018 is \$51.83 million. The Local Government Funding Vehicle (LGFV) is expected to be repaid in 2019-20. Finance costs (interest on borrowings) are estimated to increase slightly from \$3.17 million in 2018-19 to \$3.28 million in 2022-23 reflecting the repayment of existing debt and the proposed drawdown of \$20 million over the 2018-19 and 2019-20 financial years which will part fund significant infrastructure works associated with the Springvale Community Precinct project.

13 Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council.

Cash surplus revenue and expenditure*14 Capital expenditure*

Capital expenditure amounts included in this LTFS are in accordance with the proposed works forecast in the Capital Works section of this strategy (refer **Section 4**).

15 Loan repayments

Loan repayments are forecast in accordance with the agreed repayment schedules for existing loans.

The 2019-20 financial year includes the repayment of the \$4.90 million Local Government Funding Vehicle (LGFV) facility. At maturity (the end of the five year bond), Council can elect to either repay the loan, refinance or a combination thereof. The LTFS at this point assumes a repayment in full of \$4.90 million (funded by a transfer from the LGFV sinking fund).

16 Loan proceeds

Proposed loan borrowing proceeds are forecast for 2018-19 (\$10 million) and 2019-20 (\$10 million) and are to part fund significant infrastructure works at the Springvale Community Precinct. These loans are assumed to have a term of 10 years.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23*17 Land acquisition - repayment*

The land acquisition repayment line represents the cash payments (three annual instalments) to purchase a land parcel over a term of three years (final payment in 2017-18).

18 Transfers to and from reserves

A full listing of the reserve funds and the proposed transfers to and from these reserves is contained in **Section 6** of this LTFS.

Key information relayed by the Budgeted Comprehensive Income Statement and Conversion to Cash Result

There are a number of features that are relayed by the statements on pages 15 and 16:

- Council's underlying operational result (net surplus or deficit from operations) remains in surplus over the life of the LTFS. This is an extremely positive step in terms of maintaining Council's financial sustainability.
- Capital works funding fluctuates over the five-year period due to rises and falls in capital revenue, loan proceeds and the utilisation of Council reserve funds. The key measure however is the amount of capital funds that Council is able to allocate from its operating result.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

Comprehensive Income Statement by Directorate

	Notes	Forecast	Budget	Strategic Resource Plan Projections			
		Actual					
		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income							
Rates and charges		132,702	139,575	141,797	146,008	150,310	156,365
Chief Executive Office	1	-	-	-	-	-	-
Greater Dandenong Business	2	481	209	78	79	81	83
City Planning, Design and Amenity	3	13,840	13,859	14,058	14,362	14,671	14,986
Community Services	4	21,736	20,672	20,615	20,157	20,466	20,784
Corporate Services	5	3,766	4,054	4,101	4,142	4,225	4,310
Engineering Services	6	2,655	4,821	2,618	2,148	2,177	2,486
Non Directorate	7	11,406	15,307	15,416	15,727	15,841	16,058
Capital works funding		5,795	1,654	-	-	-	-
Contributions - non-monetary		15,000	15,000	15,000	15,000	15,000	15,000
Total income		207,381	215,151	213,683	217,623	222,771	230,072
Expenditure							
Chief Executive Office	1	618	640	621	632	645	658
Greater Dandenong Business	2	3,843	3,451	3,260	3,220	3,178	3,235
City Planning, Design and Amenity	3	15,932	16,263	16,006	16,247	16,628	17,022
Community Services	4	44,711	42,085	43,561	43,654	44,629	45,621
Corporate Services	5	20,848	21,095	22,135	22,463	22,995	23,447
Engineering Services	6	55,017	60,986	57,274	59,523	61,304	64,736
Non Directorate	7	5,175	5,134	5,428	6,599	5,585	5,441
Written down value of assets		2,016	186	186	186	186	186
Depreciation		29,758	29,945	30,544	31,155	31,778	32,414
Total expenses		177,918	179,785	179,015	183,679	186,928	192,760
Surplus for the year		29,463	35,366	34,668	33,944	35,843	37,312

Note: Total Income and expenditure amounts differ to the income statement on page 15 due to the classification of asset proceeds.

Income Statement by Directorate (net)

	Notes	Forecast	Budget	Strategic Resource Plan Projections			
		Actual 2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Rates and charges		132,702	139,575	141,797	146,008	150,310	156,365
Chief Executive Office	1	(618)	(640)	(621)	(632)	(645)	(658)
Greater Dandenong Business	2	(3,362)	(3,242)	(3,182)	(3,141)	(3,097)	(3,152)
City Planning, Design and Amenity	3	(2,092)	(2,404)	(1,948)	(1,885)	(1,957)	(2,036)
Community Services	4	(22,975)	(21,413)	(22,946)	(23,497)	(24,163)	(24,837)
Corporate Services	5	(17,082)	(17,041)	(18,034)	(18,321)	(18,770)	(19,137)
Engineering Services	6	(52,362)	(56,165)	(54,656)	(57,375)	(59,127)	(62,250)
Non Directorate	7	6,231	10,173	9,988	9,128	10,256	10,617
Capital works funding		5,795	1,654	-	-	-	-
Contributions - non-monetary		15,000	15,000	15,000	15,000	15,000	15,000
Written down value of assets		(2,016)	(186)	(186)	(186)	(186)	(186)
Depreciation		(29,758)	(29,945)	(30,544)	(31,155)	(31,778)	(32,414)
Net surplus for the year		29,463	35,366	34,668	33,944	35,843	37,312

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23*Notes:*

Without repeating the information from the previous section, this view of the Income Statement highlights a few points.

1 *CEO*

The CEO's Directorate incorporates the functions of providing strategic leadership for the entire organisation, including support and advice to Council and Councillors.

2 *Greater Dandenong Business*

The Greater Dandenong Business Group includes the resources necessary in providing leadership in, and advocacy for, enhanced business relations and opportunities in the City. It also includes the functions of Business Networking, Economic Development and Activity Centres Revitalisation.

3 *City Planning, Design and Amenity*

The City Planning, Design and Amenity Directorate incorporate the functions of providing management and administration of building, planning, local laws and environmental sustainability. City Planning, Design and Amenity expenditure is stable at around 8.92 per cent of total Council expenditure over the term of the LTFS.

4 *Community Services*

The Community Services directorate provides a broad range of family and children, aged care, recreation, libraries and culture, health and community wellbeing services to the community. Operational expenditure for the directorate represents around 24 per cent of Council's expenditure budget with revenue comprising around 10 per cent of the total income budget. In respect to the revenue, the Community Services directorate rely on an average of 36 per cent grant funding with the balance from rates and fees for service. The major component of costs in Community Services is in salaries (and related costs), which account for around 73 per cent of Community Services total operating expenditure.

The net cost to Council in providing Community Services is forecast to grow from \$21.41 million in 2018-19 to \$24.84 million in 2022-23. This net cost is largely funded by rate revenue.

5 *Corporate Services*

The Corporate Services directorate incorporates Governance, Finance and Information Technology, Communications and Customer Service, People and Procurement Services. Governance looks after Council matters such as meeting procedures, Council elections and commercial property matters and sale of Council properties. Finance and Information Technology incorporates rates and valuations, financial planning, accounting and IT management and support. People and Procurement Services includes contract and risk management, human resources and occupational health and safety. The directorate's operating expenditure remains stable throughout the LTFS.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**6** *Engineering Services*

The Engineering Services directorate incorporates three management functions including Infrastructure Services and Planning, City Projects and Asset Improvement and Transport and Civil Development.

This is the second largest directorate in Council with the net proportion of the operating expenditure budget being around 22 per cent (including waste income). It delivers some of the major services through external contractors with waste management being the most significant. The directorate is also responsible for maintaining the numerous parks and gardens and the road network. The responsibilities will grow over the next few years as the city grows through the various new developments, particularly in Dandenong South and Keysborough.

7 *Non Directorate*

Non Directorate includes non-attributable items such as finance costs (interest on loan borrowings), Financial Assistance grants funding received via the Victoria Grants Commission, open space contributions, interest on investments, and other minor expenditure items.

Also included are estimated costs associated with the fire services property levy on Council owned properties (\$250,000 estimated for 2018-19). As per recent advice received, \$100,000 in recoveries from the State Government associated with the ongoing collection of the State Government Fire Services Property Levy has been included in the 2018-19 budget.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

Balance Sheet

	Notes	Forecast	Budget	Strategic Resource Plan			
		Actual	2018-19	Projections			
		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets							
Current assets							
Cash and cash equivalents	1	108,955	108,026	106,288	111,058	119,792	130,621
Trade and other receivables	2	17,724	18,498	19,016	19,660	20,327	21,109
Other assets	3	2,151	2,194	2,238	2,283	2,328	2,375
Total current assets		128,830	128,718	127,542	133,001	142,447	154,105
Non-current assets							
Trade and other receivables	2	334	334	334	334	334	334
Property, infrastructure, plant and equipment	4	2,200,357	2,245,138	2,282,017	2,307,559	2,332,465	2,356,737
Investment property	5	10,305	10,305	10,305	10,305	10,305	10,305
Other financial assets	6	230	230	230	230	230	230
Total non-current assets		2,211,226	2,256,007	2,292,886	2,318,428	2,343,334	2,367,606
Total assets		2,340,056	2,384,725	2,420,428	2,451,429	2,485,781	2,521,711
Liabilities							
Current liabilities							
Trade and other payables	7	18,269	19,658	17,943	16,613	16,889	17,426
Trust funds and deposits	8	34,268	34,768	35,268	35,768	36,268	36,768
Provisions	9	16,718	17,414	18,141	18,901	19,695	20,524
Interest-bearing loans and borrowings	10	3,301	8,496	2,894	3,081	3,270	3,467
Total current liabilities		72,556	80,336	74,246	74,363	76,122	78,185
Non-current liabilities							
Trust funds and deposits	8	1,103	1,103	1,103	1,103	1,103	1,103
Provisions	9	638	657	676	697	718	739
Interest-bearing loans and borrowings	10	48,525	50,029	57,135	54,054	50,783	47,317
Total non-current liabilities		50,266	51,789	58,914	55,854	52,604	49,159
Total liabilities		122,822	132,125	133,160	130,217	128,726	127,344
Net assets		2,217,234	2,252,600	2,287,268	2,321,212	2,357,055	2,394,367
Equity							
Accumulated surplus	11	851,356	889,438	924,813	953,249	981,236	1,008,778
Asset revaluation reserve		1,308,037	1,308,037	1,308,037	1,308,037	1,308,037	1,308,037
Reserves		57,841	55,125	54,418	59,926	67,782	77,552
Total equity		2,217,234	2,252,600	2,287,268	2,321,212	2,357,055	2,394,367

Notes:

1 Cash and cash equivalents

Cash and investments are forecast to remain at adequate levels throughout the five year forecast. Council's working capital ratio (current assets/current liabilities) is expected to remain steady during the period of this LTFS. The ratio is forecast to be 1.60 in 2018-19 and future years are approximately 1.84 on average which is in excess of the minimum prudential ratio of 1.00. Council will need to maintain the level of reserve funds proposed into the future to keep this ratio to acceptable levels.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23*2 Trade and other receivables*

Other receivables include payments outstanding from rates and other services such as parking and animal infringements, sporting clubs, monies owed from development contribution plans for works completed and community aged care services. The only trend available continually shows that parking infringements remain difficult to collect and the receivable in this area has been estimated to increase. Initiatives by the State Government are continually aimed at reducing this issue.

The non-current trade and other receivables are made up of refundable deposits that are not expected to be repaid in the next 12 months and Council's financial contribution in a closed landfill (Narre Warren landfill).

3 Other assets

Other assets comprise accrued income and prepayments.

4 Property, infrastructure, plant and equipment

Represent Council's fixed assets, including infrastructure assets such as roads, drainage and buildings. These assets are shown at their depreciated values. The increase in value of these assets over the term of the LTFS indicates that Council is investing more in capital than the rate of depreciation.

5 Investment property

Investment property represents land and building assets that generate long term rental yields.

6 Other financial assets

Financial assets represent unlisted shares in Regional Kitchen Pty Ltd (non-current).

7 Trade and other payables

Represent the accounts unpaid as at the end of June of each year. Council follows a 30 day credit policy for payment of invoices for most of the goods and services received. The increase in balances over the years reflects general growth in volume and prices of services received.

8 Trust funds and deposits

Amounts received as tender deposits, bonds and retention monies are recognised as trust monies until they are refunded or forfeited. The largest component is amounts received from developers relating to the Development Contribution Plans (DCP) which are held as deposits and are a surety for the construction of DCP infrastructure. Upon completion of the infrastructure, Council will refund the developer the deposit.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23*9 Provisions (employee benefits)*

Represent provisions for annual leave, long service leave and rostered day off (RDO) entitlements for staff. The current provision includes all of the annual leave liability and long service leave liability in accordance with Australian Accounting Standards, although they are not expected to be paid within twelve months. The balance of the liability is reflected in the non-current section.

10 Interest-bearing loans and borrowings

Represent long-term borrowings outstanding at balance date. Further borrowings are proposed over the 2018-19 (\$10 million) and 2019-20 financial years (\$10 million) to part fund the Springvale Community Precinct project (over loan terms of 10 years).

11 Accumulated surplus

The accumulated equity of Council (excluding reserve funds) continues to increase during the life of the LTFS.

Key information relayed by the Balance Sheet

The Balance Sheet highlights a number of key points:

- Council's cash balances remain at healthy levels over the period of the forecast, although a component of it will be "restricted" to fund statutory obligations such as repayments of trust monies.
- Council's working capital ratio throughout the LTFS remains at a level in excess of 100 per cent, an indicator that shows Council's ability to service its creditors and loan obligations.
- Council continues to grow its equity and fixed asset levels.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

Cash Flow Statement

	Forecast	Budget	Strategic Resource Plan Projections			
	Actual	2018-19	2019-20	2020-21	2021-22	2022-23
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities						
Rates and charges	132,702	139,183	141,679	145,782	150,080	156,041
Statutory fees and fines	6,680	6,594	6,849	7,047	7,045	7,142
User fees	12,230	10,448	10,662	10,920	11,186	11,457
Grants - operating	26,303	29,821	29,766	29,122	29,510	29,902
Grants - capital	4,911	1,256	-	-	-	-
Contributions - monetary	2,915	2,398	2,000	2,000	2,000	2,000
Interest received	2,400	1,787	1,825	1,861	1,899	1,937
Trust funds and deposits taken	30,000	30,500	30,500	30,500	30,500	30,500
Other receipts	8,224	9,499	6,720	6,816	6,959	7,416
Net GST refund	9,124	9,264	8,441	7,779	7,816	8,078
Employee costs	(75,807)	(76,179)	(77,967)	(78,355)	(80,111)	(81,937)
Materials and services	(72,339)	(74,719)	(73,258)	(74,396)	(74,713)	(78,164)
Trust funds and deposits repaid	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Other payments	(5,344)	(5,244)	(5,447)	(6,530)	(5,666)	(5,777)
Net cash provided by operating activities	51,999	54,608	51,770	52,546	56,505	58,595
Cash flow from investing activities						
Payments for property, infrastructure, plant and equipment	(61,321)	(59,912)	(52,609)	(41,883)	(41,870)	(41,872)
Proceeds from sale of property, plant and equipment	733	847	1,011	653	653	653
Net cash used in investing activities	(60,588)	(59,065)	(51,598)	(41,230)	(41,217)	(41,219)
Cash flow from financing activities						
Finance costs	(3,419)	(3,171)	(3,414)	(3,652)	(3,473)	(3,277)
Proceeds from borrowings	-	10,000	10,000	-	-	-
Repayment of borrowings	(3,086)	(3,301)	(8,496)	(2,894)	(3,081)	(3,270)
Repayment of other interest-bearing liabilities *	(1,255)	-	-	-	-	-
Net cash provided by (used in) financing activities	(7,760)	3,528	(1,910)	(6,546)	(6,554)	(6,547)
Net increase (decrease) in cash and cash equivalents	(16,349)	(929)	(1,738)	4,770	8,734	10,829
Cash and cash equivalents at beginning of the financial year	125,304	108,955	108,026	106,288	111,058	119,792
Cash and cash equivalents at end of the financial year	108,955	108,026	106,288	111,058	119,792	130,621

* Represents the purchase of VicTrack land which settled in 2014-15. The purchase will occur via annual instalments over three years, with the final instalment occurring in 2017-18.

Key information relayed by Statement of Cash Flows

The key information from the Statement of Cash Flows is that Council maintains a solid cash balance that sufficiently funds its reserve funds and restricted assets (eg. leave entitlements and trust deposits).

Notes:

The Cash Flow Statement illustrated above is drawn directly from the cash based transactions shown in the Income Statement with the addition of estimated movements in working capital. It should be noted that the cash flow amounts are disclosed on a GST inclusive basis.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Section	Strategic Directions Outcomes:
Section 3: Macro view of Council's financial position	<ol style="list-style-type: none"> 1. That Council revise its five-year forward financial plan on an annual basis. 2. That Council maintains an underlying operational surplus (in the Income Statement) prior to the recognition of capital income over the life of the LTFS. 3. That Council seek to increase its capital works investment, funded from operational sources to a sufficient level that allows it to adequately fund its asset renewal requirements (<i>subject to the impacts of rate capping</i>). 4. That the asset renewal requirements identified in asset management plans be funded over the period of this LTFS (<i>subject to the impacts of rate capping</i>). 5. That Council endorse through this LTFS, the principle that ongoing asset renewal requirements must be funded from ongoing operational funding sources and that non-renewable funding sources such as asset sales, reserve funds or loan funds not be used to address these needs. 6. That Council conduct during the 2018-19 financial year a detailed review of all current service provision.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

4 Capital works forward plan and funding sources

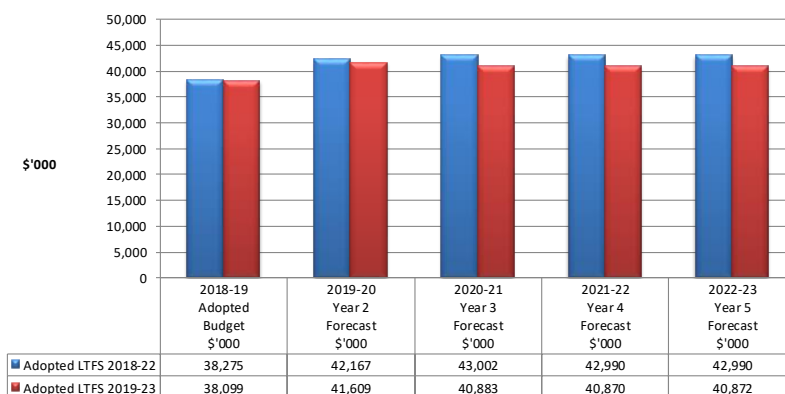
The purpose of this section is to outline:

- The forecast capital works by asset class and category that are included in this LTFS in accordance with regulations and the local government model financial report.
- The proposed funding sources to be applied to the achievement of the works in the LTFS.

It should be noted that the proposed program of works illustrated below is indicative at this point and will not be formally resolved upon until Council considers each Annual Budget in turn.

A further key premise of the schedule of capital works in Section 4.2 is that the target amount of works to be funded from Council rate revenue has remained unchanged from the previous editions of the LTFS (as depicted in the graph below).

Capital works funded from operational surplus



Note – Reductions in the capital works funded from the operational surplus from the Adopted LTFS 2018-2022 are due to \$1 million transfers to operating in 2020-21 to 2022-23 to fund estimated operational/maintenance costs relating to the redeveloped Springvale Community Precinct.

As noted in the Executive Summary, an environment of rate capping at CPI will significantly lessen the amount of funds at Council's disposal to complete capital projects and should the majority of this shortfall come from capital works – the below targets will fall significantly.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

4.1 Level and nature of the capital works in the LTFS

The table below highlights the indicative forward five-year capital works program by asset grouping.

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Property						
Land	375	3,000	-	-	-	-
Total land	375	3,000	-	-	-	-
Buildings	25,852	27,447	22,333	10,788	11,549	12,908
Leasehold improvements	80	100	-	-	-	-
Total buildings	25,932	27,547	22,333	10,788	11,549	12,908
Total property	26,307	30,547	22,333	10,788	11,549	12,908
Plant and equipment						
Plant, machinery and equipment	2,577	2,378	3,102	3,132	3,140	3,156
Fixtures, fittings and furniture	45	152	231	255	259	274
Computers and telecommunications	184	130	146	170	174	189
Library books	1,161	1,161	1,172	1,184	1,195	1,207
Total plant and equipment	3,967	3,821	4,651	4,741	4,768	4,826
Infrastructure						
Roads	10,473	7,793	7,470	7,599	7,600	7,962
Bridges	-	686	228	232	233	233
Footpaths and cycleways	1,945	1,795	1,546	1,570	1,574	1,589
Drainage	2,220	3,245	1,792	1,617	1,642	1,288
Recreational, leisure and community	3,320	2,226	5,426	4,431	4,532	4,773
Parks, open space and streetscapes	10,201	8,712	8,885	10,596	9,653	7,959
Off street car parks	2,888	1,087	278	309	319	334
Total infrastructure	31,047	25,544	25,625	26,354	25,553	24,138
Total capital works expenditure	61,321	59,912	52,609	41,883	41,870	41,872
Represented by:						
New asset expenditure	23,359	27,811	20,500	8,834	9,066	10,038
Asset renewal expenditure	22,266	21,301	25,906	25,994	25,622	24,114
Asset upgrade expenditure	15,696	10,800	6,203	7,055	7,182	7,720
Asset expansion expenditure	-	-	-	-	-	-
Total capital works expenditure	61,321	59,912	52,609	41,883	41,870	41,872

Note: The Capital Works Program figures above are indicative and subject to Annual Budget allocation. Capital works expenditure associated with Development Contribution Plans has been excluded from the above. Scheduling of designated projects within in the DCP is subject to available Council funding (\$1.00 million is allocated to a reserve annually). Infrastructure works to be undertaken are currently being reviewed.

The key points from the table are:

- The LTFS provides funding for asset renewal purposes which averages \$24.59 million for each year of the LTFS. This funds the known asset renewal requirements but it should be noted that asset management modelling remains incomplete and this requirement can be expected to change as more data is obtained.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23**4.2 Capital funding sources**

In terms of the funding sources currently applied in the LTFS, the below table highlights these outcomes:

Capital expenditure funding sources	Original Budget 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Capital grants and contributions	2,932	1,256	-	-	-	-
Capital contributions	-	398	-	-	-	-
Transfer from reserves	5,360	10,159	1,000	1,000	1,000	1,000
Loan proceeds	-	10,000	10,000	-	-	-
Funded from operational surplus	34,332	38,099	41,609	40,883	40,870	40,872
Total capital works funding	42,624	59,912	52,609	41,883	41,870	41,872

The table highlights the growth from \$38.10 million of operational funds devoted to capital purposes in 2018-19 to \$40.87 million estimated in 2022-23. Loan proceeds total \$20 million over the 2018-19 to 2019-20 years and will part fund significant works associated with the Springvale Community Precinct project.

Strategic Directions Outcomes:

That Council note the forecast level of capital expenditure over the five year period of the LTFS.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

5 Long term borrowing strategies

The areas covered by the Strategic Plan in this section area as follows:

- Background to Council's current level of indebtedness.
- Future loan strategies.
- Future loan requirements.

5.1 Background to Council's current debt portfolio

The below table highlights Council's current position in respect of all interest-bearing liabilities and the movements that have occurred during the past three financial years.

	Balance 30 June 2015	Balance 30 June 2016	Balance 30 June 2017
	\$'000	\$'000	\$'000
Interest bearing loans and borrowings	62,418	58,032	54,912

5.2 Future loan strategies*What is Council's philosophy on debt?*

Many Victorian Councils are debt averse and view the achievement of a low level of debt or even debt free status as a primary goal. Others see the use of loan funding as being a critical component of the funding mix to deliver much needed infrastructure to the community.

The use of loans to fund capital expenditure can be an effective mechanism of linking the payment for the asset (via debt redemption payments) to the successive Council populations who receive benefits over the life of that asset. This matching concept is frequently referred to as 'inter-generational equity'.

Council has accessed debt funding in the past years to complete a range of major infrastructure projects including the construction of the Dandenong Civic Centre and Library, redevelopment of the Drum Theatre, Dandenong Market and Noble Park Aquatic Centre that will be enjoyed by the populations of the future (refer table below).

Project	Total cost (\$ million)	Loan funds used (\$ million)
Drum Theatre	13.0	9.0
Dandenong Market	26.0	20.0
Noble Park Aquatic Centre	21.0	5.0
Dandenong Civic Centre	65.5	47.2
Total	125.5	81.2

One of the key considerations for Council in the application of future loan borrowing is the premise that its long-term financial strategies should strive for a financial structure where its annual operational and asset renewal needs can be met from annual funding sources. That is, Council does not have to access funding from non-renewable sources such as loans, asset sales or reserves to meet its annual expenditure needs.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

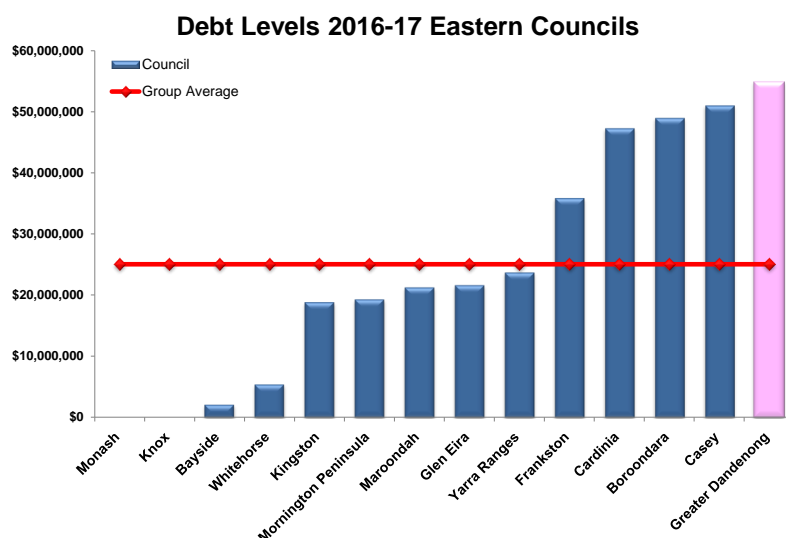
Long Term Financial Strategy 2018-19 – 2022-23

Measuring what level of debt is appropriate

The maximum levels of indebtedness are prescribed for Council by way of prudential limits established by the State Government. The three principle prudential limits are:

- Debt servicing (interest repayments) as a percentage of total revenue should not exceed five per cent.
- Total indebtedness as a percentage of rate revenue should not exceed 80 per cent (with this latter prudential limit – where ratios exceed 60 per cent, councils are required to demonstrate long-term strategies to reduce indebtedness prior to undertaking further borrowings).
- Working capital ratio (current assets/current liabilities) to remain in excess of 1.00.

Local Government as an industry has been relatively debt averse over the past decade with several councils seeking debt free status. The following graph highlights the pure dollar value of indebtedness of councils within the Eastern Melbourne metropolitan grouping, which provides an indication on Greater Dandenong's debt in relation to other councils.



As presented in the above graph, Council completed 2016-17 with the highest level of indebtedness of all Eastern Melbourne Metropolitan Councils in pure dollar terms.

The more meaningful comparison is however gained by using the dollar indebtedness, contrasted against other measures (e.g. rate revenue) that account for the varying financial sizes of councils in the group.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

The below table highlights the outcomes of a debt level review based on the figures to 30 June 2017.

Council	Debt Servicing / Total Revenue	Debt Commitment / Rates	Total Debt / Rate Revenue	Total Liabilities / Realisable Assets	Debt Commitment / Own Source Revenue	Total Debt / Own Source Revenue
Monash	0.00%	0.00%	0.00%	1.76%	0.00%	0.00%
Whitehorse	0.14%	0.62%	5.03%	1.92%	0.41%	3.34%
Casey	0.16%	0.90%	25.07%	9.46%	0.77%	21.44%
Bayside	0.36%	6.58%	2.49%	0.92%	5.20%	1.96%
Knox	1.33%	14.28%	0.00%	3.85%	11.98%	0.00%
Kingston	0.27%	3.60%	14.50%	2.76%	2.84%	11.45%
Glen Eira	0.46%	3.96%	21.38%	4.20%	2.84%	15.36%
Mornington Peninsula	0.61%	5.68%	12.33%	4.79%	4.68%	10.16%
Yarra Ranges	0.69%	3.24%	18.11%	9.71%	2.94%	16.40%
Frankston	1.13%	2.86%	31.53%	7.74%	2.23%	24.53%
Maroondah	0.87%	2.79%	25.82%	4.93%	2.07%	19.16%
Boroondara	1.14%	3.95%	29.36%	2.97%	3.21%	23.86%
Greater Dandenong	1.85%	5.22%	42.98%	7.78%	4.31%	35.46%
Cardinia	2.97%	10.49%	59.72%	13.77%	9.10%	51.81%
Median Eastern Councils	0.65%	3.77%	19.74%	4.50%	2.89%	15.88%
Average Eastern Councils	0.86%	4.58%	20.59%	5.47%	3.75%	16.78%
Greater Dandenong Council Ranking	13	10	13	11	10	13

(Note regarding ranking - 1 is the best outcome, 14 is the highest debt outcome).

The table highlights the following points:

- Council's current indebtedness ratios place it generally as the third highest indebted Council of the group across a range of ratios.

Council's level of indebtedness has reduced from the prior year and remains within the prudential limits. Council's debt servicing/total revenue ratio is 1.85 per cent (prudential limit 5 per cent) and indebtedness/rate revenue ratio is 42.98 per cent (prudential limit 80 per cent).

As outlined above, a certain level of debt can be viewed as a positive mechanism in financing infrastructure within Council. The key is ensuring that Council does not rely so strongly on debt funding that it increases the level of debt (and therefore annual debt servicing and redemption costs) beyond a prudent level or which unduly impacts on Council's ability to fund capital works on an annual basis.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

5.3 Future loan requirements

In terms of highlighting the impact of Council's current borrowings portfolio on Council's indebtedness to rates ratio, the below table provides these outcomes.

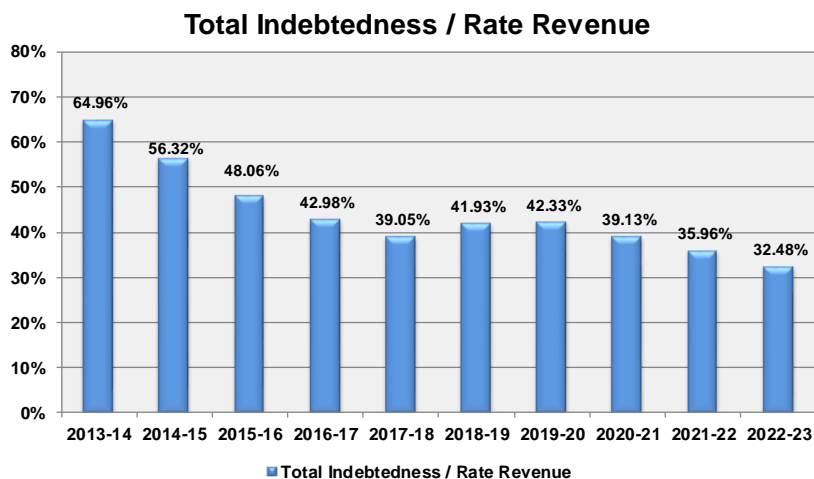
Financial year ending	New/ refinance borrowings \$'000	Principal paid \$'000	Interest expense (b) \$'000	Balance 30 June \$'000	Liquidity (Current assets/ current liabilities)	Debt mgmt (Debt/ Total rates and charges)	Debt mgmt (Serv Costs/ Total revenue)
2018	-	3,086	3,345	51,826	178%	39.1%	1.6%
2019	10,000	3,301	3,171	58,525	160%	41.9%	1.5%
(a) 2020	10,000	8,496	3,414	60,029	172%	42.3%	1.6%
2021	-	2,894	3,652	57,135	179%	39.1%	1.7%
2022	-	3,081	3,473	54,053	187%	36.0%	1.6%
2023	-	3,270	3,277	50,784	197%	32.5%	1.4%

Prudential ratio limits: Risk assessment criteria	High	Below 110%	Above 80%	Above 10%
	Medium	110% - 120%	60% - 80%	5% - 10%
	Low	Above 120%	Below 60%	Below 5%

Notes:

- a) 2020 includes the proposed repayment of the Local Government Funding Vehicle (\$4.90 million) which matures in November 2019.
- b) Interest expense excludes interest on 'other interest-bearing liabilities' (land acquisition instalment contract) in 2017-18 (final year of contract).

Further illustrating the outcomes contained in the above table, the graph below charts the movement in the principle debt indicator (indebtedness to rate revenue) over the past four years, the projections for the current financial year (2017-18) and the following five year period of this LTFS.



2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23

The LTFS includes a total of \$20 million in proposed new borrowings split evenly over the 2018-19 and 2019-20 financial years for the purpose of completing the Springvale Community Precinct Master Plan. These funds will combine with proceeds from the sale of the former View Road depot and rate funding to complete this project.

Council previously relied upon a strategy of ensuring it reduced its 'Indebtedness to Rate Revenue' ratio to below 40 per cent prior to undertaking any further borrowing. As depicted in the graph on the previous page, at 30 June 2018, Council's debt to rate revenue ratio will have fallen to 39.05 per cent.

With the active approach to paying out the \$4.90 million LGFV loan in 2019-20, the debt ratios again fall quite quickly even with the assumed \$20 million new borrowings and Council's ratio returns to 39.13 per cent by June 2021 – and will once again allow Council to consider future borrowings from that point.

At 30 June 2021, the residual loan capacity available to Council whilst remaining below the 60 per cent threshold is around \$30 million. Council must however note that borrowing these funds will require additional annual funding for debt servicing and principal repayments to be included in annual budgets in an environment that may remain subject to rate capping.

Council will consider debt for major community assets in accordance with the above guidelines. Some future major projects include significant infrastructure works associated with the redevelopment and/or replacement of Oasis Aquatic Centre and the Keysborough Community Hub. All projects are subject to community consultation, Council review and funding. Council will also seek to maximise external funding opportunities having regard to the financial impacts and outcomes for the community.

Strategic Directions Outcomes

1. That Council continues the use of loan funding as a viable and equitable mechanism of funding new/significantly upgraded major assets that provide a broad community benefit (when required).
2. That Council endorse a strategy of setting a target of 40 per cent indebtedness to rates ratio as an ideal financial outcome and where new borrowings are sought, set a ceiling level of 60 per cent with reduction targets to reduce to 40 per cent within a five year period.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23**6 Long term reserve usage strategies**

Victorian local government councils have traditionally operated with reserve funds that are amounts of money set aside for specific purposes in later years. In general these funds do not have bank accounts of their own but are a theoretical split up of the cash surplus that Council has on hand. The following sections provide a picture of what reserve funds Council holds and their purpose.

6.1 Nature and purpose of current reserves

The following summary outlines the purpose of each current reserve and its typical inflows and outflows. The current reserve funds utilised by Council are:

	<u>Section</u>
▪ Open space – planning, development and improvements	6.1.1
▪ Open space – acquisitions	6.1.2
▪ Major projects reserve	6.1.3
▪ Development Contribution Plans – Council funded	6.1.4
▪ Self-insurance	6.1.5
▪ Native revegetation funds	6.1.6
▪ Keysborough maintenance levy	6.1.7
▪ Spring Valley landfill	6.1.8
▪ Local Government Funding Vehicle (sinking fund)	6.1.9
▪ Springvale Activity Precinct parking and development	6.1.10
▪ Dandenong Activity Precinct parking and development	6.1.11
▪ General reserve (aged care)	6.1.12

Please note that the following projected balances have been updated to reflect 2017-18 current forecast movements.

6.1.1 Open space – planning, development and improvements***Purpose***

The open space – planning, development and improvements reserve holds funds contributed by developers for works associated with developing and improving open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating or enhancing open space such as parks, playgrounds, pavilions and other such items.

Typical sources of inflows and outflows

Inflows are solely composed of contributions from subdividers in lieu of the five per cent public open space requirement.

In terms of outflows, Council will consider the allocation of reserve funds to appropriate open space capital projects on an annual basis.

Projected balance as at 30 June 2018 *\$7.29 million*

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**6.1.2 Open space – acquisitions****Purpose**

The open space – acquisitions reserve was established in 2016-17 to hold \$6 million in funds contributed by developers for works associated with developing improved open space and recreational facilities within Council for the specific purpose of open space acquisitions. Transfers from this reserve are restricted to the purpose of acquiring open space land sites.

Typical sources of inflows and outflows

Inflows may occur from time to time as a transfer from the open space – planning, development and improvements reserve as approved by Council. In terms of outflows, Council will consider the allocation of reserve funds to appropriate open space acquisitions on an annual basis.

Projected balance as at 30 June 2018 *\$6.0 million*

6.1.3 General reserves (major projects)**Purpose**

This reserve has been established to provide a source of funding for major infrastructure projects.

Typical sources of inflows and outflows

Inflows to this reserve will typically be from the sale of Council land. Further inflows may occur periodically if Council achieves a surplus outcome at the conclusion of the financial year and resolves to transfer surplus funds into this reserve.

Projected inflows into this reserve in 2017-18 are derived from the following funding:

- Surplus funds from Mid-Year Budget, LTFS and Annual Budget (\$6.18 million).
- Annual funding previously transferred to the DCP reserve (\$800,000).

Outflows from this reserve in 2017-18 include the following:

- Springvale Community Precinct major project (\$3.94 million)
- Final instalment for VicTrack land contract (\$1.26 million)
- Springvale Boulevard project (\$1.15 million)
- VicTrack/Metro 3175 car park project (\$156,000)
- Land purchase (\$375,000)
- Masonic Hall upgrade (\$200,000).

The following funding is quarantined in the reserve for future use (primarily in 2018-19):

Reserve funds quarantined for future use	\$
Forecast closing balance 2017-18	21,857
Keysborough Community Hub land purchase	(3,000)
Springvale Community Precinct - remaining funds View Road land sale	(5,000)
Springvale Community Precinct - library grant received in 2016-17	(750)
Revised forecast closing balance 2017-18	13,107

In the future, outflows are anticipated to be for the funding of major capital works projects or where Council is required to source major funding where there is no option but to utilise cash reserves.

Projected balance as at 30 June 2018 (after above quarantined) *\$13.11 million*

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**6.1.4 Development Contribution Plans (DCP) – Council funded****Purpose**

The purpose of this reserve is to hold funds for Council's contribution to the construction of infrastructure related to the two major development overlays in accordance with the terms and conditions of the published plans.

Typical sources of inflows and outflows

Based on revised estimates, Council has elected to smooth out its contribution amount by allocating \$1.00 million per annum into this reserve. These funds are essentially financed from Council rates. A review of the infrastructure costs associated with Council's contribution will be performed from time to time, to determine whether a reduction or increase in this contribution over the remaining years of the LTFS will occur.

Outflows from this reserve will be for nominated capital works in accordance with the published plans. Expenditure incurred by Council on the provision of infrastructure is capitalised upon completion. There is no discretion in terms of how funds are applied.

Projected balance as at 30 June 2018 *\$12.73 million*

6.1.5 Self insurance reserve fund**Purpose**

The purpose of this reserve is to set aside funds that allow Council to access low insurance premiums through opting to 'self-insure' against lower level insurance claims.

Typical sources of inflows and outflows

Inflows are generally derived from savings made on insurance costs. Lower than budgeted insurance claims create surplus funds in insurance excess contributions. During 2017-18, \$305,000 was transferred to this reserve due to a prior year WorkCover premium credit received.

Outflows from this reserve will generally be in the form of Council's contribution to any major insurance claims received or funding allocated to improve Council's WorkCover performance. Transfers from this reserve in 2017-18 of \$78,000 represent funding for the first year of a three year contract term for an Occupational Health and Safety Administration Officer position.

Projected balance as at 30 June 2018 *\$853,000*

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**6.1.6 Native re-vegetation funds*****Purpose***

The purpose of these reserves are to set aside contributions received for the revegetation of the triangle land (Pellicano/National Drive) and other native revegetation funds.

Typical sources of inflows and outflows

Inflows to this reserve are typically from contributions. No inflows are projected in the LTFS at this stage.

Outflows from this reserve will be in the form of agreed works relating the revegetation of this subject land. No outflows are projected in the LTFS at this stage.

Projected balance as at 30 June 2018 *\$371,000*

6.1.7 Keysborough maintenance levy***Purpose***

Properties within the Keysborough and Somerfield Estates are levied an additional \$350 per annum to reflect the costs of maintaining an additional 15 per cent in open space beyond that of traditional estates. This reserve fund was established to ensure that there is full accountability in how these funds are applied.

Typical sources of inflows and outflows

Inflows into this reserve will be derived from the rate levy and outflows will be in the form of either operational costs to maintain the estate or capital funding. Forecast outflows in this LTFS are projected to be between \$1.40 million and \$1.64 million annually.

Projected balance as at 30 June 2018 *\$1.31 million*

6.1.8 Spring Valley landfill reserve***Purpose***

The purpose of this reserve is to rehabilitate the Spring Valley landfill site at Clarke Road, Springvale South.

Typical sources of inflows and outflows

Inflows generally relate to distributions of Council's share of the assurance fund monies held by Metropolitan Waste and Resource Recovery Group (MWRRG) for the rehabilitation of the former landfill at Spring Valley Reserve or savings in waste expenditure.

Outflows will be in the form of Council's share of operational costs to rehabilitate the landfill site (\$46,000 forecast in 2017-18).

Projected balance as at 30 June 2018 *\$965,000*

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**6.1.9 Local Government Funding Vehicle (sinking fund) reserve*****Purpose***

The purpose of this reserve is to provide for the \$4.90 million principal repayment required on maturity of the interest-only Local Government Funding Vehicle (LGFV) in 2019-20 and to provide future borrowing capacity for major infrastructure projects.

Typical sources of inflows and outflows

Inflows comprise of savings derived from annual loan repayments and interest savings compared to the original budget provisions of these items.

There will be no outflows until 2019-20, at the time the LGFV matures in November 2019. The LTFS assumes at that point, a proposed full repayment of \$4.90 million.

Projected balance as at 30 June 2018 *\$4.90 million*

6.1.10 Springvale Activity Precinct parking and development reserve***Purpose***

The purpose of this reserve was to fund development in the Springvale Activity Centre.

Typical sources of inflows and outflows

Inflows previously comprised parking fee income derived annually in the Springvale Precinct. A Council decision in February 2017 to abolish a 'pay and display' parking fee system in the areas of the Springvale Central Activity District means that no further inflows are expected to this reserve from 2018-19.

Outflows scheduled in 2017-18 will only occur to the extent of funds available and relate to capital project delivery costs associated with the development of the Springvale Activity Precinct:

Capital

- Springvale Road Boulevard concept design (\$167,000)
- No. 8 Balmoral Avenue car park wayfinding signage (\$95,000)
- Springvale Activity Centre laneway improvement project (\$16,000)

Projected balance as at 30 June 2018 *\$90,000*

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**6.1.11 Dandenong Activity Precinct parking and development reserve*****Purpose***

The purpose of this reserve is to fund development in the Dandenong Activity Centre.

Typical sources of inflows and outflows

Inflows comprise \$1 million of parking fee income derived annually in the Dandenong Activity Precinct from 2017-18.

Outflows from this reserve in 2017-18 relate to capital project delivery costs associated with the development of the Dandenong Activity Precinct:

- Walker Street streetscape improvements (\$600,000)
- Thomas and Scott Streets, Dandenong – signalisation (\$400,000).

Projected balance as at 30 June 2018 *\$ Nil*

6.1.12 General reserve (aged care)***Purpose***

The purpose of this reserve is to fund potential home and community care grant income returns and the impact of reforms in the aged care sector.

Typical sources of inflows and outflows

Inflows comprised 2016-17 favourable year end results in the Community Care department relating to unspent grant funding.

An outflow of \$300,000 is scheduled in 2017-18 relating to the development of a National Disability Insurance Scheme (NDIS) plan in lieu of returning 2016-17 grant funding received where targets were not met. The State Government recently provided advice that unspent home care grant funding relating to targets not achieved would be required to be refunded. The actual amount is currently being determined.

Projected balance as at 30 June 2018 *\$1.48 million*

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

6.2 Long term summary of projected reserve funds

The table below highlights the projected reserve fund balances over the next five years.

Reserves	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Major Projects						
Opening balance	21,952	21,857	18,010	19,335	21,939	26,966
Transfer to reserve	6,982	4,153	1,325	2,604	5,027	7,042
Transfer from reserve	(7,076)	(8,000)	0	0	0	0
Closing balance	21,857	18,010	19,335	21,939	26,966	34,008
Local Government Funding Vehicle (sinking fund)						
Opening balance	4,900	4,900	4,900	0	0	0
Transfer to reserve	0	0	0	0	0	0
Transfer from reserve	0	0	(4,900)	0	0	0
Closing balance	4,900	4,900	0	0	0	0
Open space - planning, developments and improvements						
Opening balance	6,642	7,290	8,990	10,990	12,990	14,990
Transfer to reserve	2,000	2,000	2,000	2,000	2,000	2,000
Transfer from reserve	(1,352)	(300)	0	0	0	0
Closing balance	7,290	8,990	10,990	12,990	14,990	16,990
Open space - acquisitions						
Opening balance	6,000	6,000	6,000	6,000	6,000	6,000
Transfer to reserve	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0
Closing balance	6,000	6,000	6,000	6,000	6,000	6,000
Development Contribution Plans Council funded						
Opening balance	11,728	12,728	12,869	13,869	14,869	15,869
Transfer to reserve	1,000	1,000	1,000	1,000	1,000	1,000
Transfer from reserve	0	(859)	0	0	0	0
Closing balance	12,728	12,869	13,869	14,869	15,869	16,869
Keysborough maintenance levy						
Opening balance	1,178	1,307	1,377	1,359	1,296	1,157
Transfer to reserve	1,381	1,470	1,470	1,470	1,470	1,470
Transfer from reserve	(1,253)	(1,400)	(1,488)	(1,533)	(1,609)	(1,641)
Closing balance	1,307	1,377	1,359	1,296	1,157	986
Self insurance reserve						
Opening balance	626	853	771	690	690	690
Transfer to reserve	305	0	0	0	0	0
Transfer from reserve	(78)	(83)	(81)	0	0	0
Closing balance	853	771	690	690	690	690

* Note: The transfer from **Major Projects** reserve in 2018-19 includes \$3 million for the Keysborough Community Hub and \$5 million for the Springvale Community Precinct. \$750,000 yet to be transferred is library grant funding for the Springvale Community Precinct and is quarantined from 2018-19.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

Reserve funds – continued

Reserves	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Spring Valley landfill assurance fund						
Opening balance	1,011	965	337	304	271	240
Transfer to reserve	0	0	0	0	0	0
Transfer from reserve	(46)	(628)	(33)	(33)	(32)	(100)
Closing balance	965	337	304	271	240	139
Springvale Activity Precinct Parking and Development						
Opening balance	298	90	20	20	20	20
Transfer to reserve	70	0	0	0	0	0
Transfer from reserve	(278)	(70)	0	0	0	0
Closing balance	90	20	20	20	20	20
Dandenong Activity Precinct Parking and Development						
Opening balance	0	0	0	0	0	0
Transfer to reserve	1,000	1,000	1,000	1,000	1,000	1,000
Transfer from reserve	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Closing balance	0	0	0	0	0	0
General Reserve (aged care)						
Opening balance	1,780	1,480	1,480	1,480	1,480	1,480
Transfer to reserve	0	0	0	0	0	0
Transfer from reserve	(300)	0	0	0	0	0
Closing balance	1,480	1,480	1,480	1,480	1,480	1,480
Native revegetation - Souffi Place						
Opening balance	14	14	14	14	14	14
Transfer to reserve	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0
Closing balance	14	14	14	14	14	14
Native revegetation - Pelacano						
Opening balance	108	108	108	108	108	108
Transfer to reserve	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0
Closing balance	108	108	108	108	108	108
Native revegetation - Pound Road						
Opening balance	124	124	124	124	124	124
Transfer to reserve	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0
Closing balance	124	124	124	124	124	124
Native revegetation - Dingley Arterial						
Opening balance	28	28	28	28	28	28
Transfer to reserve	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0
Closing balance	28	28	28	28	28	28

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

Reserve funds – continued

Reserves	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Native revegetation - Bowman Redgum						
Opening balance	48	48	48	48	48	48
Transfer to reserve	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0
Closing balance	48	48	48	48	48	48
Native revegetation - Australand Perry Road						
Opening balance	49	49	49	49	49	49
Transfer to reserve	0	0	0	0	0	0
Transfer from reserve	0	0	0	0	0	0
Closing balance	49	49	49	49	49	49
Reserve summary						
Opening balance	56,486	57,841	55,125	54,418	59,926	67,782
Transfer to reserve	12,738	9,623	6,795	8,074	10,497	12,512
Transfer from reserve	(11,383)	(12,339)	(7,502)	(2,566)	(2,641)	(2,742)
Closing balance	57,841	55,125	54,418	59,926	67,782	77,552

Please note that the above figures have been rounded to the nearest thousand (\$'000).

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23**6.3 Discretionary funds or restricted assets**

There are two types of reserve funds. A discretionary cash fund represents monies held in a reserve that can in reality be used for any purpose Council desires, irrespective of the reserve title. A restricted asset is a reserve that is comprised of funds, which Council is legally obliged to apply to a certain purpose.

The following table summarises the nature of each reserve.

<i>Reserve</i>	<i>Nature</i>	<i>Statutory?</i>
Open space – planning, development and improvements	Restricted asset	Yes
Open space – acquisitions	Restricted asset	Yes
Development Contribution Plans (Council funded)	Restricted asset	No
Native revegetation reserves	Restricted asset	No
Keysborough maintenance levy	Restricted asset	No
General reserve (aged care)	Restricted asset	No
Major projects	Discretionary fund	No
Self insurance	Discretionary fund	No
Spring Valley landfill	Discretionary fund	No
Local Government Funding Vehicle (sinking fund)	Discretionary fund	No
Springvale Activity Precinct parking and development	Discretionary fund	No
Dandenong Activity Precinct parking and development	Discretionary fund	No

Strategic Direction Outcomes

1. That Council endorse the continued use of the reserve funds noted in this section.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

7 Rating and other revenue strategies

The topics addressed in this section are:

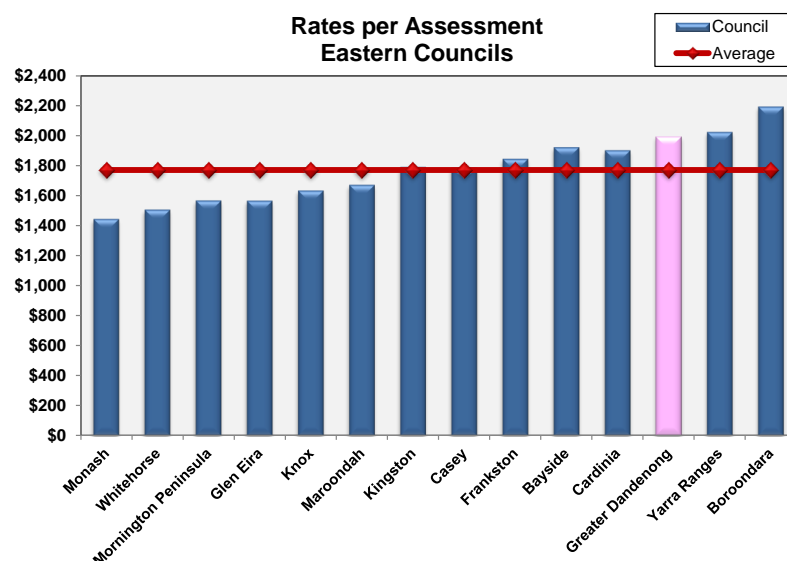
- Assessment of current rating levels
- Rating strategy for the future
- Grant revenues
- Approach to fees and charges revenue

7.1 Assessment of current rating levels

Comparing the relativity of rating levels between Councils can be a difficult exercise with each Council employing a differing rating strategy. The various approaches include the use of differential rating, and the various options that Councils have in respect of municipal charges and waste charges.

The most commonly accepted measure of rating levels is the total amount of rate revenue compared to the number of rateable assessments within the municipality.

The table below highlights that using this measure, Council is the third highest in the Eastern Melbourne grouping of fourteen Councils. This data has been drawn from the 2016-17 Annual Reports.



The chart highlights that in total, Council's rating level is slightly above average, indicating that Council has achieved a strong financial position in terms of this very important revenue source. It is important to note however that the above graph is not an accurate portrayal of residential rating levels.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23

The Council is very cognisant of the comparative low level of income received by its residential communities compared to that of other municipalities.

Accordingly Council has structured its approach to rating to raise a higher proportion of its rate revenue from its industrial and commercial sector and its residential rates are among the lowest in Eastern Metropolitan Melbourne.

The tables below highlight the various rating differentials that are currently applied by the Council.

Rating category	Rate in the \$ 2017-18	Variance to general rate
General	0.0019254	
Commercial	0.0038507	200.0%
Industrial	0.0057761	300.0%
Vacant residential	0.0026955	140.0%
Farm	0.0015403	80.0%

With the higher differentials applied to commercial and industrial properties and the strength of these sectors within Greater Dandenong, significant Council rate revenue is derived from these sources as compared to our residential sector.

Rating category	Number of assessments 2017-18	Rates levied \$ 2017-18	Total rates levied % 2017-18
General rate	54,136	51,656,630	45.9%
Commercial rate	3,262	12,863,001	11.5%
Industrial rate	6,023	47,103,472	41.0%
Vacant residential rate	647	1,127,813	1.3%
Farm rate	56	337,010	0.3%
Total	64,124	113,087,926	100.0%

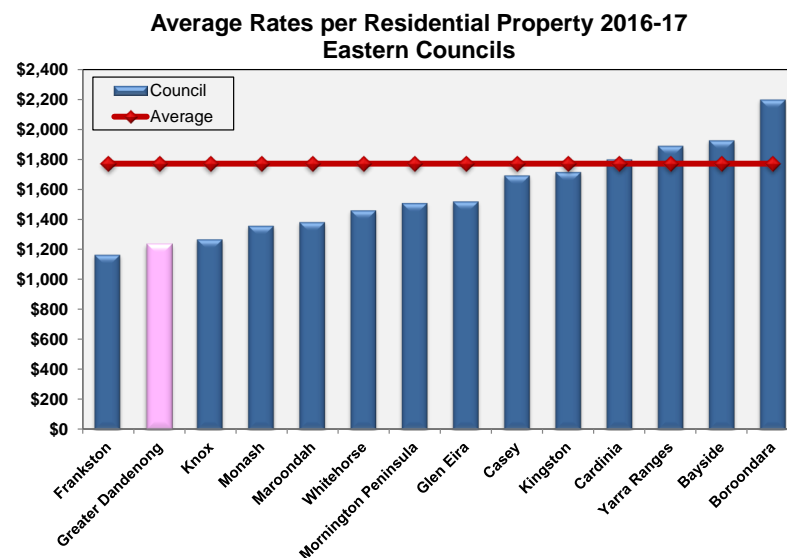
The above table highlights that 52.50 per cent of Council budgeted rate income is provided by the Commercial and Industrial sectors.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

A benchmark exercise of residential rating levels can be conducted using the 'Know Your Council' website. The below chart highlights the average level of rates and charges per residential property across the Eastern Metropolitan Councils.

The chart highlights that Council's average rates per residential property were the second lowest of the benchmark group of 14 Councils.



Source: Know Your Council website – 2016-17 data

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

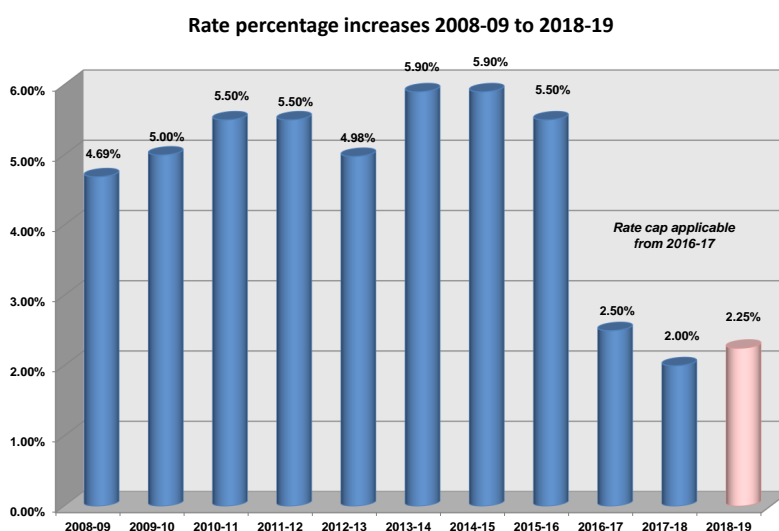
Long Term Financial Strategy 2018-19 – 2022-23

7.2 Rating strategy for the future

Council's rating strategy for the future will be restricted to the rate cap set by the Minister for Local Government. For the 2018-19 year, the rate cap is the forecast CPI of 2.25 per cent.

Where the rate income generated under the rate cap is insufficient, Council has the option of applying for a variation to the rate cap.

The below graph highlights the percentage rate increases that have been applicable at Council over the past ten years.



Council's historical record portrays a reasonable approach in ensuring a stable outcome in terms of rating levels. This stability has been crucial in achieving prudent financial management and the concern will be how this is then impacted upon in a rate capped environment. Historically, the period for many councils following the end of the rate capped environment in the late 1990's, led to councils having to significantly increase rates to deal with organisations with low financial capacity to meet community needs for infrastructure.

The requirement for Council rate revenue is further heavily linked to asset renewal and accordingly, this section of the LTFS must be read in conjunction with the following section dealing with Asset Management. Council has significant challenges in terms of meeting the asset renewal requirements of a vast range of infrastructure that was established in the 1960's-70's and which over the next decade will reach the end of its useful life.

It will not be possible however to meet this challenge with rate increases linked solely to the CPI. With Council dealing with grant revenues that do not keep pace with CPI and the cost of providing Council services escalating at a rate higher than the CPI, this approach is not sustainable.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

7.3 Grant revenues

Operating grant revenue is an extremely important source of revenue for Council, contributing 16.90 per cent of the total revenue received in 2016-17. Whilst being essential to Council, it is frequently unpredictable and movements in grants (above and below the annual cost escalation in delivering the services related to the grants) has a direct impact on the level of funds Council requires from rate revenue and fees.

The table below summarises the key grants that Council expects to receive. The 2018-19 budget for Financial Assistance grant funding received via the Victoria Grants Commission was incremented by a conservative 1.5 per cent – the actual percentage increase has not yet been confirmed. The forecast 2017-18 for Financial Assistance grant is lower due to 50 per cent being received in 2016-17.

	Forecast Actual 2017-18	Budget 2018-19	Strategic Resource Plan Projections			
	\$'000	\$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Operating grants						
Recurrent						
Commonwealth Government						
Victoria Grants Commission	6,018	11,415	11,586	11,760	11,936	12,116
Family Day Care	3,272	3,241	3,309	3,375	3,442	3,511
Home and community care	5,310	6,416	6,480	6,545	6,611	6,677
Community health	17	17	17	17	17	18
State Government						
Home and community care	2,490	1,670	1,580	1,596	1,612	1,628
Maternal and child health	1,828	1,836	1,850	1,868	1,887	1,904
Family and children	1,789	1,558	1,573	834	842	851
Libraries	996	984	994	1,004	1,014	1,024
School crossings	306	306	309	312	315	318
Community health	172	229	231	233	236	238
Emergency management	40	40	40	-	-	-
Total recurrent operating grants	22,238	27,712	27,969	27,544	27,912	28,285
Non recurrent						
Commonwealth Government						
Family and children	434	-	-	-	-	-
Home and community care	63	-	-	-	-	-
Community health	64	16	-	-	-	-
Libraries	110	-	-	-	-	-
State Government						
Community health	231	85	-	-	-	-
Environment	220	144	144	-	-	-
Arts and culture	150	-	-	-	-	-
Education and employment	425	161	-	-	-	-
Family and children	498	-	-	-	-	-
Home and community care	13	-	-	-	-	-
Sports and recreation	3	30	-	-	-	-
Other						
Education and employment	10	-	-	-	-	-
Total non-recurrent operating grants	2,221	436	144	-	-	-
Total operating grants	24,459	28,148	28,113	27,544	27,912	28,285

Operational grants on average increase only slightly or either decrease on an annual basis compared to the cost of providing these same services supported by the grants. As a result Council's funding share of these services continues to increase every year.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

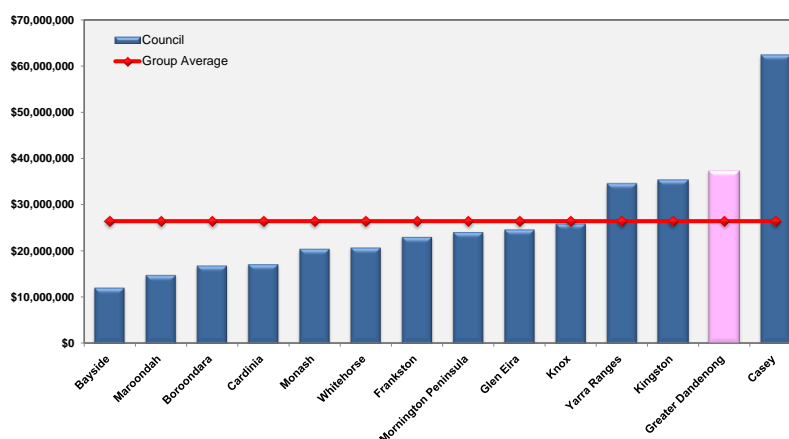
Long Term Financial Strategy 2018-19 – 2022-23

	Forecast	Budget	Strategic Resource Plan Projections			
	Actual 2017-18		2019-20	2020-21	2021-22	2022-23
Capital grants	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Recurrent						
Commonwealth Government						
Roads to Recovery *	1,348	-	-	-	-	-
Total recurrent capital grants	1,348	-	-	-	-	-
Non-recurrent						
Commonwealth Government						
Sports and recreation	1,768	243	-	-	-	-
Public safety	422	-	-	-	-	-
State Government						
Roads	526	400	-	-	-	-
Sport and recreation facilities	100	613	-	-	-	-
Family and children	747	-	-	-	-	-
Total non-recurrent capital grants	3,563	1,256	-	-	-	-
Total capital grants	4,911	1,256	-	-	-	-

* - Note re Roads to Recovery – In the 2016-17 Federal Budget, the Australian Government took a decision to provide an additional \$50 million on an ongoing basis to the Roads to Recovery (R2R) Program from 2019-20. Council has received its full entitlement under the existing R2R program, therefore, no R2R funding is expected in 2018-19.

Council's performance in attracting grant revenue has been very positive compared to the Eastern Melbourne Group of Councils with Council ranking second of the fourteen councils in attracting grant revenue. It is recommended that Council strive to continue to maximise the revenues it receives from government grants.

Grants & Reimbursements 2016-17 Eastern Councils



2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

7.4 Fees and charges revenue

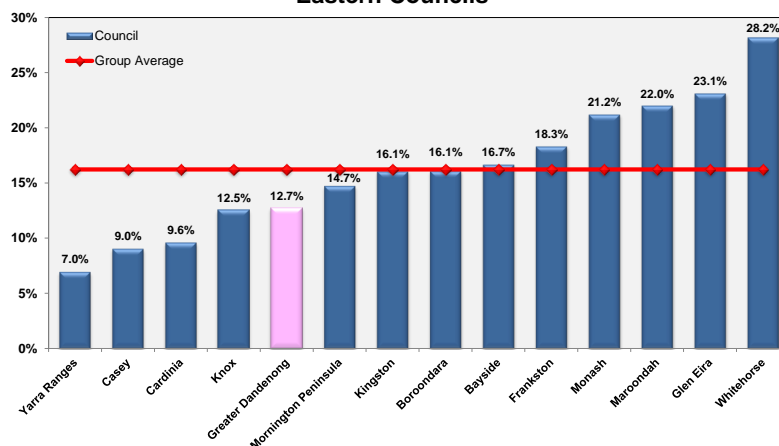
The final major source of revenue for Council is that gained from statutory fees and fines and user fees contributing 12.71 per cent of the adjusted total revenue received in 2016-17.

Fees and charges come in two broad categories. A number of Council fees and charges are statutory in nature in that the amount levied is fixed by statute and can only be increased in line with the annual increases announced by State Government. The balance of fees and charges are discretionary in that Council can levy the amount it believes is equitable for each service/item.

In a similar fashion to grant revenue, the amount of revenue that Council obtains directly from the users of Council services has a direct impact on the residual amount required to be obtained from rate revenue.

As highlighted in **Appendix A**, Section 2.2 and in the graph below, Council is lower than the average benchmark in terms of the fee revenue it collects in comparison to other Eastern Melbourne councils.

**Fees & Charges as % of Total Revenue 2016-17
Eastern Councils**



In terms of other fees and charges, over which Council has discretion in setting, this LTFS includes the assumption that these fees will be increased by the cost escalation factor closely linked to employee cost increases in providing these services on an annual basis. Through the adoption of this approach, Council is endeavouring to ensure that greater pressure is not placed on annual rate increases to offset shortfalls in fee revenue. It is further recommended that Council seek to maximise its fee revenue through its review of annual fees and charges in the annual budget process.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23****Strategic Direction Outcomes**

1. That Council note the rate cap of 2.25 per cent for 2018-19 as per the Minister Local Government directive under the State Government Fair Go Rates System (FGRS).
2. That Council note for the years 2019-20 to 2022-23, rates income is forecast to be capped at a CPI forecast of 2.00 per cent.
3. That Council note for the years 2018-19 to 2022-23, waste income is forecast at full cost recovery as it is not currently subject to the rate cap of the FGRS.
4. That Council consider on an annual basis whether to make application to the ESC for a variation to the rate capping framework based on the outcomes contained in the LTFS and future infrastructure requirements.
5. That Council further advocate that all recurrent State Government funding be linked annually to an index that ensures funding is not below the amount set as the rate cap.
6. That this LTFS apply the annual cost escalation factor as the index to all discretionary fees and charges and Council seek to maximise revenue from fees during the Annual Budget processes.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

8 Asset Management

Asset Management is an essential component of the LTFS as it provides an indicator of the necessary financial commitment which would adequately sustain Council's asset base in future years. To achieve long-term financial sustainability, effective asset management processes are essential.

This topic covers the following areas of discussion:

- Council's total asset portfolio as at 30 June 2017
- Summary of Council's fixed assets
- Managing Council's assets for the future

8.1 Council's total asset portfolio as at 30 June 2017

Council's total asset portfolio is made up of both current and non-current assets.

Current assets include cash or assets which may be readily convertible to cash. This grouping includes cash at bank, investment funds, stock on hand, debtors, non-current assets classified as held for sale and prepayments. The balance of current assets held by Council at 30 June 2017 was \$147.61 million.

Non-current assets incorporate trade and other receivables and other financial assets not due in the next 12 months, investment property and Council's fixed assets. Fixed assets include land, buildings, plant, furniture, roads, drainage, playgrounds and other infrastructure assets. The total value of fixed assets as at 30 June 2017 was \$2.16 billion (written down value).

It is the sound management and financial planning for the eventual renewal of the \$2.16 billion worth of fixed assets that is the prime consideration in this section of the LTFS.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

8.2 Summary of Council's fixed assets

The following table highlights the various fixed assets.

Asset category	Fair Value / Cost 30-Jun-17 \$'000	Accumulated Depreciation 30-Jun-17 \$'000	Written Down Value 30-Jun-17 \$'000
Property			
Land	1,198,856	-	1,198,856
Buildings	372,782	140,596	232,186
Leasehold improvements	1,558	1,005	553
Work in progress	22,413	-	22,413
	1,595,609	141,601	1,454,008
Plant and equipment			
Plant, machinery and equipment	15,471	8,942	6,529
Fixtures, fittings and furniture	8,123	6,374	1,749
Computers and telecommunications	6,729	5,547	1,182
Library books	6,183	3,032	3,151
Work in progress	66	-	66
	36,572	23,895	12,677
Infrastructure ⁽¹⁾			
Roads	464,220	192,135	272,085
Bridges	63,593	16,518	47,075
Footpaths and cycleways	76,867	19,431	57,436
Drainage	394,682	137,384	257,298
Recreational, leisure and community facilities	35,230	16,739	18,491
Parks, open space and streetscapes	48,358	31,224	17,134
Off street car parks	15,408	5,133	10,275
Works in progress	9,331	-	9,331
	1,107,689	418,564	689,125
Total	2,739,870	584,060	2,155,810

⁽¹⁾ – Infrastructure assets generally represent non-realisable assets.

The following assets are managed within the Greater Dandenong municipality:

- Open space – 600 hectares
- Local roads – 683 kilometres
- Drainage pipes – 916 kilometres
- Drainage pits – 34,883
- Kerb and channel – 1,356 kilometres
- Footpaths – 1,084 kilometres
- Bike/shared paths – 61 kilometres
- Playgrounds – 113
- Buildings – 307
- Car parks – 0.24 kilometres squared
- Bridges – 84
- Bus shelters – 65 (Council owned)
- Bus shelters – 151 (Non Council)

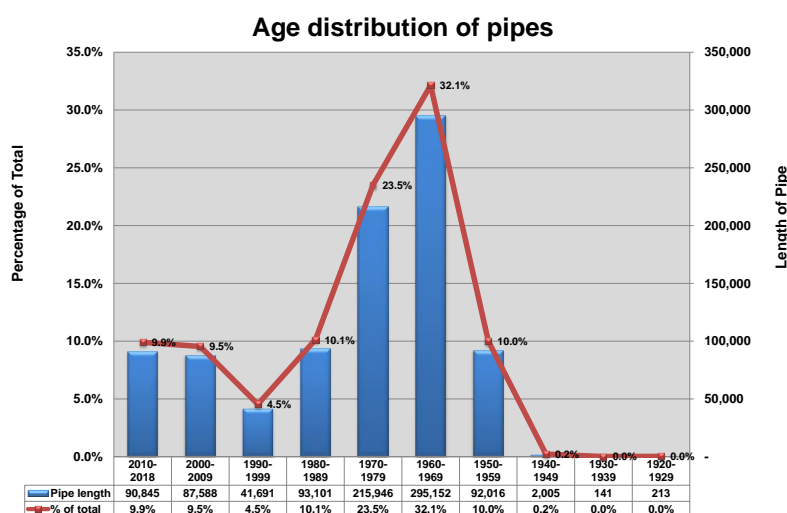
2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

8.3 Managing Council's assets for the future

Effective management of Council's fixed assets is critical to ensure that these assets deliver a service into the future. The table in 8.2 indicates that Council's asset base is ageing, with 21 per cent (by asset value) of the useful life already utilised. As these assets move into the latter part of their lives, strategic maintenance and timely replacement of these assets becomes essential if effective service for the community is to be maintained.

One of the challenges for Council is the fact that a substantial portion of its assets were constructed in the period between 1960 and 1980. As a consequence, the majority of the infrastructure assets are now approaching an age of 38 to 58 years old, and in many cases will become a renewal issue over the coming two decades. The below chart provides an example of this showing the age distribution of Council's drainage pipe network.



The wear and tear is particularly noticeable on Council's building infrastructure which typically has a shorter useful life expectation than drains. The table on the following page highlights the current condition of Council buildings, with the majority at a condition rating of 'average' or 'good'.

Council needs to commit significant funding to asset renewal in this category, in conjunction with reviewing the functional use requirements of these buildings. There are a number of buildings that were built for a purpose that are no longer relevant to meet today's needs. Further, Council in many instances is achieving significant service delivery benefits through the combination of current buildings into integrated service hubs.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

Building type	No.	OVERALL CONDITION RATING				
		Very good %	Good %	Average %	Poor %	Very poor %
Aged care and libraries	3	0	33	67	0	0
Aquatic and leisure	6	33	50	17	0	0
Arts and heritage	10	0	30	60	0	10
Children's services	31	13	55	32	0	0
Civic facilities	12	8	50	42	0	0
Club rooms	8	0	0	63	38	0
Commercial	17	18	65	18	0	0
Community facilities	17	0	29	65	6	0
Market	6	17	67	17	0	0
Operations centre	6	0	83	17	0	0
Out buildings	24	21	29	50	0	0
Public conveniences	37	35	30	32	3	0
Shelters	64	44	44	12	0	0
Sports and recreation	90	8	36	57	0	0
TOTAL	307	14	43	39	3	1

It is essential that any approach towards strategic financial planning be linked closely with asset management plans developed by Council. This will ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Management Plans identify the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. Implicit in the delivery of these plans is an understanding that the best available data be used to interpret current performance of Council's asset base and develop financial projections for future service delivery.

Council's approach to Asset Management Plans (AMP) is progressing in line with its Corporate Asset Management Program.

AMP's are in place for Roads, Stormwater and Buildings.

AMP's have been drafted for Fleet, Public Art and Playgrounds.

Ten year plans covering renewal, capital, acquisition and disposal requirements, are in place for Buildings, Furniture and Fittings, Fleet, Roads, Paths, Bridges, Stormwater, Recreation Leisure and Community Facilities and Parks Open Space and Streetscapes.

As Council further refines its Asset Management approaches and reviews Asset Management Plans, it is probable that further gaps in required funding to adequately plan and renew existing assets will be identified. This LTFS is based on addressing the current known gaps and will need to be re-considered in light of the further refined information as it becomes available.

Council has been meeting the challenge to align its future capital improvement programs to address these funding gaps. The strategy has been funded through CIP renewal programs via the Annual Budget process. However, given a new rate capped environment, the funding strategy will have to be reviewed.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

8.3.1 Council's current Asset Management gaps

In terms of considering the full extent of Council's asset management funding gap, it is essential that Council ultimately consider both the renewal funding gap and the maintenance funding gap as shortfalls in maintenance funding actually accelerates the need to renew assets. Work is still being carried out on the full assessment of maintenance gaps and future versions of the LTFS will reflect these outcomes.

The table included below highlights the estimated annual renewal requirements based on information obtained from asset management data base.

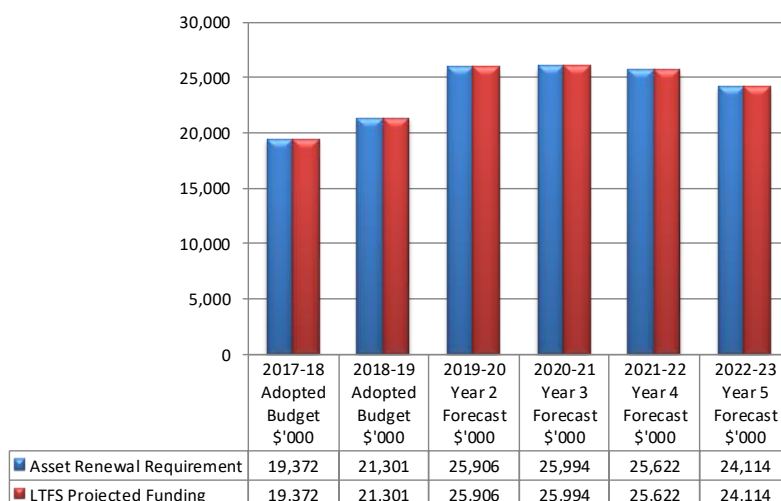
ASSET GROUP	2017-18 Adopted Budget \$'000	2018-19 Adopted Budget \$'000	2019-20 Year 2 Forecast \$'000	2020-21 Year 3 Forecast \$'000	2021-22 Year 4 Forecast \$'000	2022-23 Year 5 Forecast \$'000	2023-24 to 2027-28 Years 6-10 Forecast \$'000	2028-29 to 2037-38 Years 11-20 Forecast \$'000
Property	4,460	4,857	4,375	4,913	5,505	6,155	27,395	63,641
Plant and equipment	3,706	3,619	4,213	4,231	4,247	4,259	21,837	50,728
Infrastructure	11,206	12,825	17,318	16,850	15,870	13,700	81,281	188,822
Total renewal	19,372	21,301	25,906	25,994	25,622	24,114	130,513	303,191

The allocation of renewal requirements across the three assets groups - property, plant and equipment and infrastructure, can change from year to year depending on the inclusion of specific projects.

It must be noted however that these figures will be reviewed annually as Council progresses with the implementation of the Corporate Asset Management Program and Improvement Plans.

The graph below contrasts the required level of spending to appropriately renew Council's assets with the current spending levels. The LTFS has been based substantially on providing funding that equates to the renewal needs.

Asset Renewal Gap 2017-18 - 2022-23



2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23

The only caution to the graph on the previous page is that asset management planning has modelled the future requirements of the major sub-groups under each of the above categories. The only caution to the graph on the previous page is that asset management planning has modelled the future requirements of the major sub-groups under each of the above categories. There remain some sub-groups that the predictive modelling is still general in nature and will be iteratively developed as the information improves. The above estimates are likely to increase further as a result.

Additional notes regarding the chart on the previous page:

- Council asset renewal funding aligns with the asset renewal requirements.
- The amounts in this graph may differ to those presented in the capital works information presented in Section 4.1, as the asset renewal requirements disclosed here relates to base renewal funding and do not include renewal amounts relating to foreshadowed major projects.

8.3.2 Key outcomes of the Asset Management Plans

Council's asset management planning provides Council with a sound base to understand and manage the risk associated with managing its assets for the community's benefit. A further refinement of the process for establishing standards of service to deliver to the community will be undertaken. This will include the incorporation of specific refinements to the levels of service after community consultation. These revised levels of service will need to be based around Council's assessment of risk and affordability and policy in this regard will guide funding decisions into the long term.

Sound asset management practices will ensure that Council continues to meet the needs of current and future generations in a sustainable manner. Funding will need to be continually provided into the future to improve data collection and enable better understanding of asset performance. This will place Council in a position to move to a more proactive strategy, built around agreed service levels and risk management.

Each of the individual asset plans to be delivered by Council will detail a methodology for responsible management of that asset class, incorporate knowledge of the condition of the asset group, risk assessment issues, establishment of intervention and service levels, and the identification of renewal, backlog and maintenance funding requirements projected over a period not less than 20 years.

The challenges in managing infrastructure assets may differ as each group is reassessed, however, common themes are expected to be present across all groupings.

These issues include:

- Collection and management of data
- Understanding the relationship between maintenance and renewal works
- Quantifying the backlog
- Lifecycle costing
- Accurately projecting future renewal requirements and updating Council's LTFS to reflect these.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23

The objectives for the next five years are to continue to strive for a sustainable asset base in future years. To achieve this, the following actions should be considered:

- Implement the Corporate Asset Management Program that aims to refine existing as well as develop asset management plans for all asset groupings.
- Allocate more funds to asset renewal and maintenance as more funds become available for capital works and consider loan borrowings as a source of funds for major projects.
- Target the allocation of funds to managing existing assets rather than the construction of new assets, which will increase Council's liability.

The intent of these points on asset management is to highlight that whilst Council's short-term financial issues have been addressed, the journey that remains is still a considerable one. The outcomes of this component of the LTFS link closely with that of the Rates/Revenue section where rating decisions and legislation such as rate capping (given rates are the most significant funding source) will have a major impact on Council's ability to achieve the targets established above.

Strategic Direction Outcomes

That Council:

1. Continues to enhance existing asset management planning to further enhance the knowledge of future asset renewal and maintenance requirements, including reviewing the service potential of the existing asset infrastructure and how this matches the current community needs.
2. Endorse an in-principle strategy of allocating funds to meet asset renewal and maintenance requirements as a priority in the development of the annual Capital Improvement Program and recurrent programs.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**Appendix A - Financial key performance indicator analysis**

The purpose of utilising financial key performance data analysis is to gain knowledge on how Greater Dandenong performs comparative to like councils and the wider metropolitan area and therefore understand areas where Council performs well and where there are opportunities for Council to seek improvement.

Financial key performance indicators (KPI's) by themselves do not provide definitive answers. Frequently there may be very valid reasons for councils varying from the 'norm'. What KPI's do, however, is to generate questions that need to be answered and ensure that variances are planned with knowledge rather than by accident.

The financial data that comprises this analysis has been drawn from the 30 Melbourne metropolitan municipal councils audited Annual Reports for the 2016-17 financial year. In all, some 40 different sets of data have been collated from each report and converted into the financial ratios that are illustrated in this chapter.

Given the basis of data collection, it should be noted that the financial statistics contained in this report do not attempt to contain any measures of what services are provided, and to what level, within Council in comparison to other municipalities. This information is not typically available in comparable forms in Annual Reports.

The performance of Council has been contrasted against both the average for the grouping of Eastern Metropolitan Councils and the average for the Developed Metropolitan Council's category as established by the Essential Services Commission. Whilst State averages are also available, the sheer difference in size makes comparisons on this broad level less useful.

The Eastern region has been chosen as the benchmark grouping on the basis of regional association rather than necessarily being a collective of like-sized, demographically similar councils. Councils that comprise the Eastern Metropolitan grouping are:

Bayside	Boroondara	Cardinia
Casey	Frankston	Glen Eira
Greater Dandenong	Kingston	Maroondah
Mornington Peninsula	Monash	Whitehorse
Yarra Ranges		

Please note that the figures for the Council used to calculate the key performance indicators in this Appendix do not include the consolidation of Dandenong Market Pty Ltd and the 2017-18 estimates provided represent the approved Mid-Year Budget 2017-18.

Some key points from the analysis are:

- Council's reliance on rate revenue decreased from the prior year due in the main to an increase in recurrent grant income (due to timing of Financial Assistance grant funding payments – refer details in third dot point below). Council's reliance falls midway in the comparative grouping. Rates in straight dollar terms grew 5.80 per cent in 2016-17 assisted by very positive growth in supplementary rate revenue.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23

- Council's rates per assessment outcome is above the average result of the fourteen council grouping, placing Council as the third highest result for the Eastern Melbourne Metropolitan group. It must be noted however that this ratio is not an indication of residential rate affordability and Council in particular, offsets residential rates through significantly higher differential rates on industrial and commercial properties in comparison to other municipalities. Council's average rates per residential property are the second lowest in the Eastern group of municipalities.
- Recurrent grant levels rank Council as the second highest Council in terms of the percentage grant revenue forms of total revenue. Recurrent grants increased by \$12.15 million in the 2016-17 financial year, primarily due to the timing of advance payments for Financial Assistance grants funding via the Victoria Grants Commission (VGC). Council received 50 per cent (\$5.42 million) of the 2017-18 Financial Assistance grants funding in advance in June 2017 and 50 per cent (\$5.37 million) of the 2015-16 Financial Assistance grants funding in advance in June 2015. Recurrent grant levels will also frequently be tied to the mix of services Council provides.
- Council fees and charges revenue increased by \$3.58 million (17.16 per cent) in 2016-17. Council is the fifth lowest fee raising Council in the comparative grouping (in terms of percentage of adjusted total revenue) placing increased emphasis on rate and grant income.
- Council's net operational surplus (as measured by operating revenue less operational expenditure – not including depreciation) is historically higher than average of the Eastern group of councils. The exception to this trend is when part of the Financial Assistance grants funding allocation is distributed early in the preceding financial year (as occurred for the 2015-16 and 2017-18 Financial Assistance grants funding allocations). Given the limited ability to raise rate revenue, continuing to perform well in this indicator is essential.
- Council's total debt to total rate revenue continues to record a decreasing trend as annual loan repayments continue and no new borrowings were entered into in 2016-17. Another measure of Council's capacity to meet long term obligations is non-current liabilities divided by own source revenue. Council's ratio was 34.58 per cent for 2016-17 which is within the permissible range of (0-50 per cent) as defined in the Local Government Performance Reporting Framework Better Practice Guide 2014-15. This placed Council with the second highest ratio of the benchmark group and is directly influenced by the debt strategy Council uses to fund major capital projects.
- Council continued a healthy liquidity trend as measured by Council's working capital ratio of 202.31 per cent (current assets/current liabilities). A ratio of 120 per cent is considered to be sufficient.
- Capital works expenditure was just below the group average in 2016-17. Historically, Council has been reliant on substantial external funding to achieve average capital works spending (capital grants, loans and asset sales) and one of its challenges will be to grow the amount of capital spending from its own source revenue (rates, fees).
- Council, similar to the majority of Eastern Melbourne metropolitan councils, faces a significant challenge in terms of capital spending on renewal and upgrade of existing assets. The 2016-17 result and 2017-18 estimate are indicating an increasing trend in capital renewal and upgrade expenditure.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

1. Rating key performance indicators

1.1 Rate Revenue / Adjusted Total Revenue

Explanation

This ratio shows revenue raised by way of general rates, expressed as a percentage of total revenue as adjusted by removal of abnormal items.

Warning trend

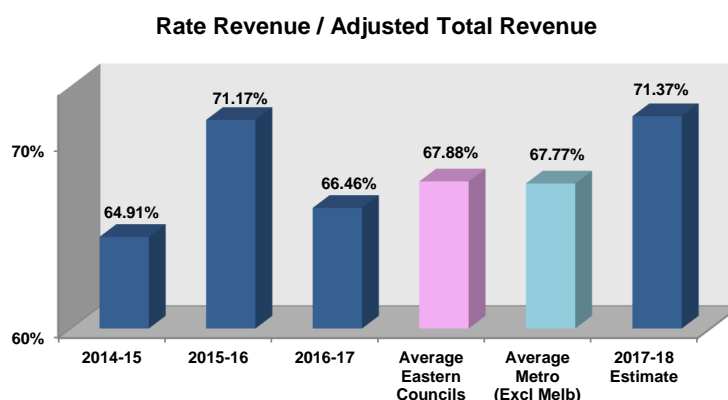
Rate income is a secure and predictable source of revenue. A low ratio can warn of undue reliance on forms of revenue, which may or may not be sustainable – such as Government grants. A high ratio may, however, indicate that Council has not pursued alternative revenue forms effectively.

Factors influencing the indicator

A strong revenue base from sources such as grants (recurrent) and fees and charges will lower the outcome.

Council's ratio at 30 June 2017: 66.46 per cent

Council's group ranking: Sixth lowest of the 14 councils

Graphical presentation**Commentary on ratio**

Council's 2016-17 rate income ratio is mid-range (slightly below average) when compared to the fourteen Eastern Melbourne Metropolitan Councils.

The graph shows a fluctuating trend, however, this is primarily due to the timing of the distribution of Financial Assistance Grants funding. The low result in 2014-15 and the high result in 2015-16 are due to the early distribution of 50 per cent of the 2015-16 Financial Assistance grants funding via the Victoria Grants Commission (VGC) in June 2015. Similarly, 50 per cent of the 2017-18 Financial Assistance grants funding was distributed early in June 2017, contributing to a low ratio result in 2016-17 and a high result estimated in 2017-18. These movements demonstrate that Council's reliance on rate revenue decreases in years where recurrent grant funding is higher. If the effect of the early Financial Assistance grants funding distributions was removed from the ratio calculation – the ratio result would range from 67.01 per cent to 69.34 per cent.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

1.2 Rates per assessment

Explanation

This ratio highlights the average rates per assessment calculated by dividing rate revenue by the number of rateable assessments.

Warning trend

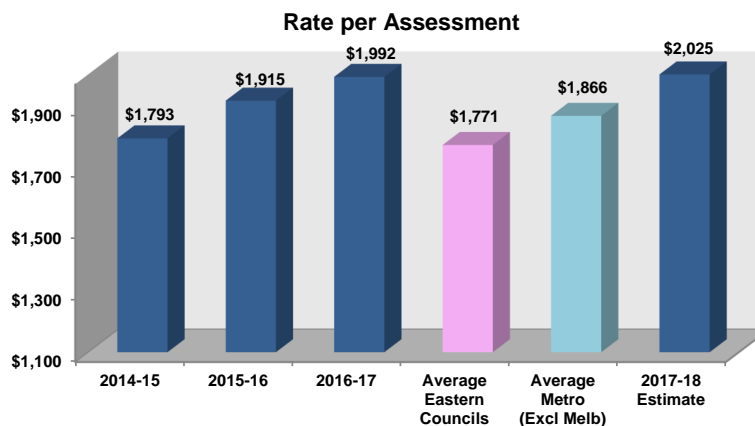
Low rates per assessment may indicate Council is rating at below its capacity compared to other like councils.

Factors influencing the indicator

Councils who have a large industry within their boundaries may find the average rate per assessment more appropriate than Rates per Capita as a meaningful measure. Essentially however all councils need to derive a level of funds per assessment to operate and large industries can operate to lower the residential rate and still produce a comparable indicator for benchmark purposes.

Council's result at 30 June 2017: \$1,992

Council's group ranking: Third highest of the 14 councils

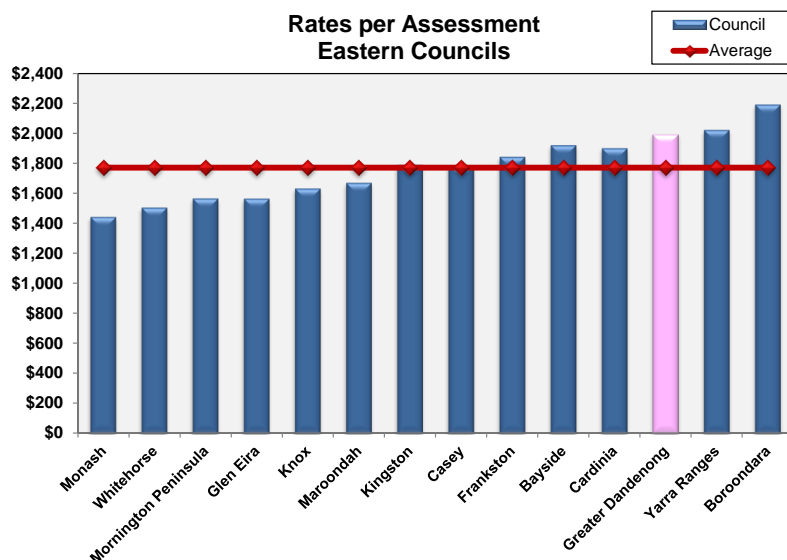
Graphical presentation**Commentary on ratio**

Rates per assessment is the most accurate way to gauge rating levels in comparison to the other Eastern Melbourne Metropolitan Councils and in this measure, Dandenong is the third highest rating Council, rating at \$221 per assessment higher than the average outcome for the group.

As highlighted over the page, however, this does not translate into Council's residential rates being higher than average. In fact the reverse is true with Council's residential rates being amongst the lowest in the benchmark group with a strong cross subsidy provided by the industrial and commercial sector.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23



The above chart highlights rates per assessment and is not reflective of the average residential rate given the impact of industrial/commercial ratepayers. This is particularly relevant for Council where the rating burden is spread quite differently to the majority of metropolitan councils with industrial and commercial assessments paying a significantly higher rate differential as detailed in the below table.

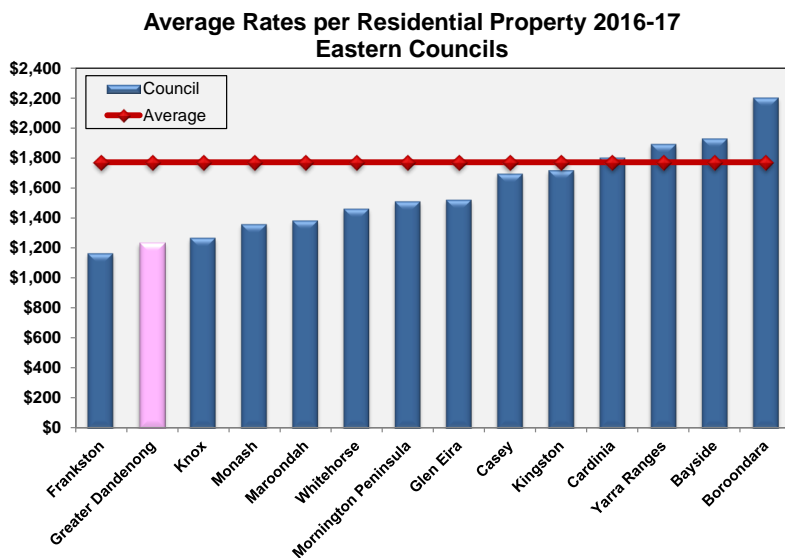
Rating category	Rate in the \$ 2017-18	Variance to general rate
General	0.0019254	
Commercial	0.0038507	200.0%
Industrial	0.0057761	300.0%
Vacant residential	0.0026955	140.0%
Farm	0.0015403	80.0%

The graph on the following page illustrates Council's position as the second lowest median rates and charges per residential property.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23



Source – 'Know your Council' website 2016-17

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**2. Other revenue key performance indicators****2.1 Recurrent Grant Revenue / Adjusted Total Revenue****Explanation**

This ratio compares the amount received from recurrent grants to the adjusted total revenue figure.

Warning trend

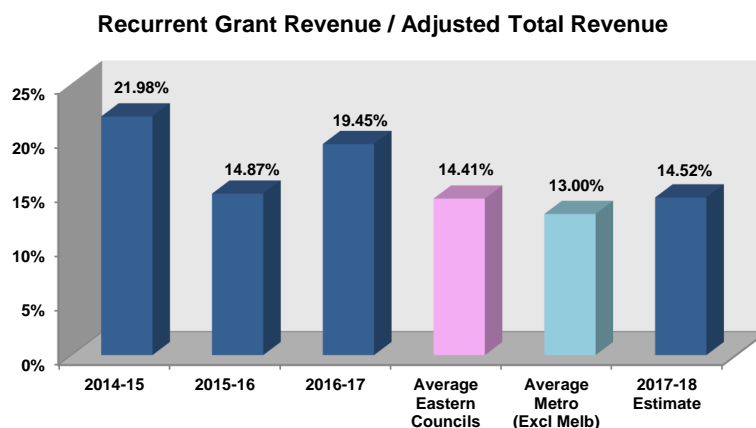
A decreasing trend may indicate a reduced level of financial commitment from other tiers of government, thereby increasing pressure on local Councils.

Factors influencing the indicator

Surges in either rate revenue or fees and charges can impact on this outcome. Further, Councils may receive large grants to deliver one-off operational expenditure and these are frequently recorded as recurrent grant revenue as they are not capital in nature.

Council's ratio at 30 June 2017: 19.45 per cent

Council's group ranking: Second highest of the 14 councils

Graphical presentation**Commentary on ratio**

Dandenong's recurrent grant income is the second highest as a percentage of total revenue in respect to the benchmark group, indicating a higher reliance on recurrent grant funding for the mix of services provided by Council and the demographics of the population which Council services.

The fluctuating trend in the graph over the three years to 2016-17 is again due to the timing of the distribution of Financial Assistance grants funding. 50 per cent of the 2015-16 Financial Assistance grants funding was paid in advance in 2014-15 and 50 per cent of the 2017-18 Financial Assistance grants funding was distributed in advance in 2016-17, resulting in an up and down trend. If the effect of the early Financial Assistance grants funding was removed, the 2016-17 ratio result would be 17.11 per cent down slightly from 17.48 per cent in 2015-16.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

2.2 Fees and Charges Revenue / Adjusted Total Revenue

Explanation

This ratio compares the amount received from fees and charges to the adjusted total revenue figure.

Warning trend

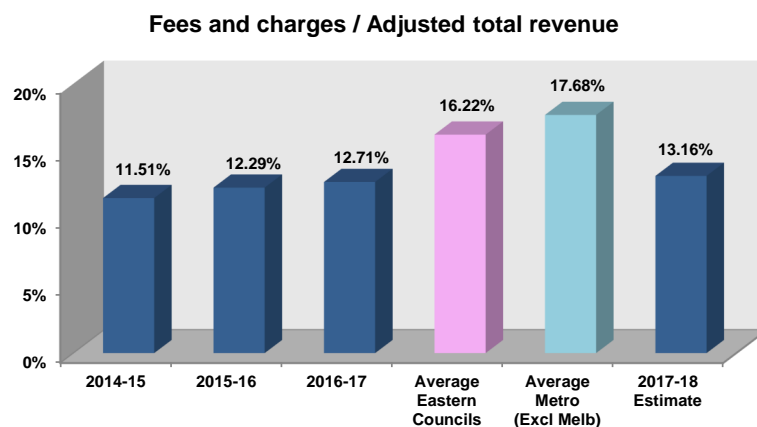
A decreasing trend may put pressure on Council's ability to continue to provide both operational services and capital works. It may require Council to source income from rates or loan borrowings.

Factors influencing the indicator

Spikes in grant income may boost adjusted total revenue from year to year distorting the ratio.

Council's ratio at 30 June 2017: 12.71 per cent

Council's group ranking: Fifth lowest of the 14 councils

Graphical presentation**Commentary on ratio**

Council's fees and charges income increased by \$3.58 million (17.16 per cent) and adjusted total revenue increased by 13.31 per cent in 2016-17, resulting in a slight increase in the ratio result in 2016-17. Fees and charges income increased in 2016-17 due to a higher number of parking infringements being written, changes in the legislated statutory planning fee rates and election fine income which only occurs every four years.

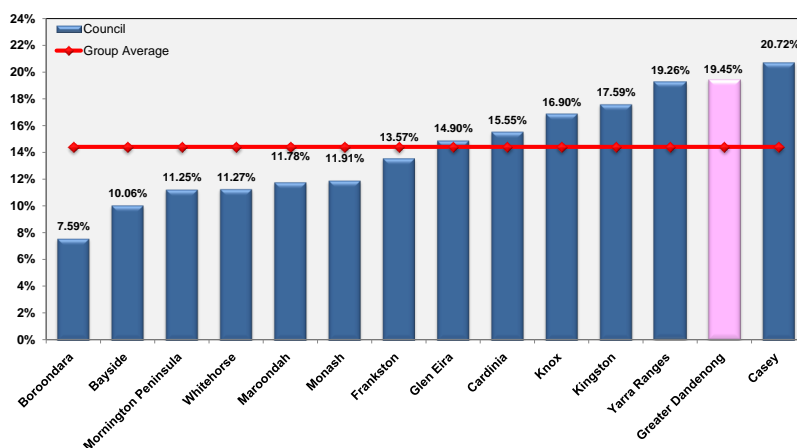
Council remains the fifth lowest fee raising Council in the comparative grouping (in terms of percentage of adjusted total revenue). Again fee revenue outcomes will be closely linked to the mix of services provided by Council.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

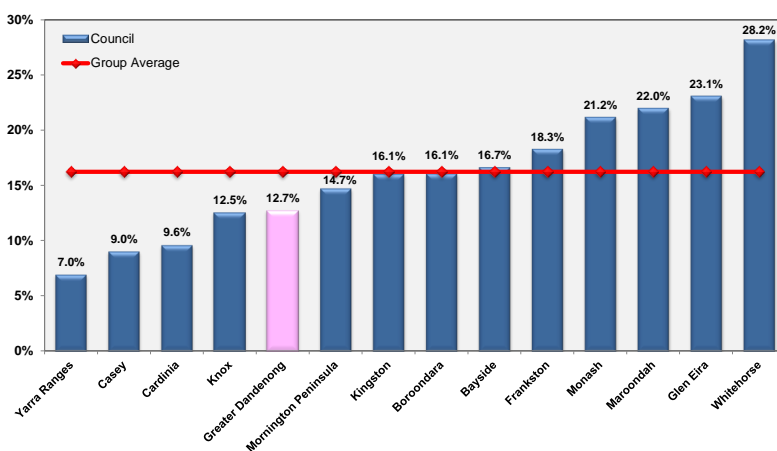
Long Term Financial Strategy 2018-19 – 2022-23

The two graphs below highlight Dandenong's comparative performance in attracting grant income and fees and charges income.

**Grants & Reimbursements as % of Total Revenue 2016-17
Eastern Councils**



**Fees & Charges as % of Total Revenue 2016-17
Eastern Councils**



2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

3. Efficiency key performance indicators**3.1 Total Expenses (excluding depreciation) / Assessments****Explanation**

This ratio shows the average operating expense (net of depreciation) outlay for each rateable property. It should be noted however that this is purely financially based and doesn't account for relative service levels.

Warning trend

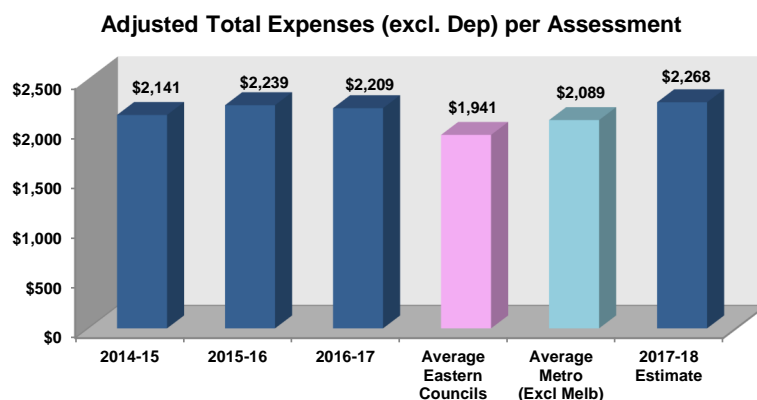
It is expected that operating expenses will grow annually in line with the escalating costs of service provision. An increasing cost per assessment, beyond this normal escalation, may indicate inefficiencies in service delivery or reflect decisions on service levels. Falling trends may conversely indicate efficiencies or falling service levels.

Factors influencing the indicator

The policy councils adopt on exactly what expenditure is expensed (operating) and what is treated as capital expenditure affects this indicator. Other factors are large grant programs that affect both the expenditure levels and revenue amounts can also affect the amount of total operating expenses.

Council's result at 30 June 2017: \$2,209

Council's group ranking: Highest of the 14 councils

Graphical presentation**Commentary on ratio**

This ratio highlights that Council's operational expenses are \$268 per assessment higher than the group average and ranks Council as the highest of the 14 councils. The outcome for revenue per assessment is also higher than average, but it is the net operational result (revenue less expenses) in section 3.3 that is the measure of Council's ability to provide surplus operational funding for capital expenditure.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23*3.2 Adjusted Total Revenue / Assessments***Explanation**

This ratio shows the average revenue that Council receives for each rateable property.

Warning trend

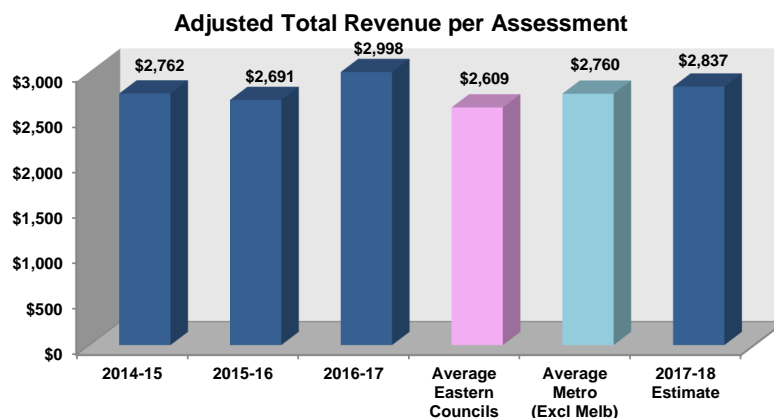
The warning trend for this indicator must be read in conjunction with the trends in operational spending. Council must be mindful to continue to provide operational services that meet the needs of their communities whilst keeping an appropriate balance of funds available to complete capital works. A sharply rising trend in revenue (as compared to expenses) will indicate that Council is increasing its operational surplus and therefore ability to complete capital requirements. Conversely a revenue trend that is growing less than expenses will indicate a declining ability to dedicate funds to capital.

Factors influencing the indicator

Large operational grant programs will influence this result on a year to year basis. (Note: capital grants are excluded from this ratio). Increases in rate revenue will strengthen the result.

Council's result at 30 June 2017: \$2,998

Council's group ranking: Highest of the 14 councils

Graphical presentation**Commentary on ratio**

Council recorded the highest revenue per assessment and is \$389 more than the group average. The 11 per cent rise in the 2016-17 ratio result is due to higher adjusted total revenue caused by the increase in rates, fees and charges and grant income (caused by the timing of the distribution of Financial Assistance grants funding). If the effect of the early distribution of Financial Assistance grant funding was removed, the 2016-17 ratio result would be \$2,913 (up 5 per cent from \$2,776 in 2015-16).

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

3.3 Net operational surplus per assessment

Explanation

This ratio shows the net operational position per assessment, combining the outcomes of the ratio's presented in 3.1 and 3.2. The net operational position is an indicator that highlights to Council whether it has the balance correct between operational service provision and the retention of a sufficient operational surplus to complete capital spending.

Warning trend

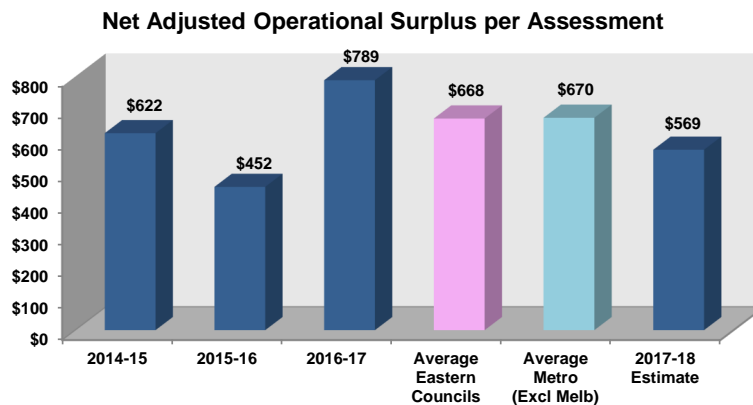
An increasing net outcome will highlight that Council's ability to complete capital works is strengthening but may also indicate that it has altered its commitment to providing operational services to the community. A decreasing trend will highlight that the cost of providing operational services is consuming a greater proportion of the surplus funds available to fund capital works.

Factors influencing the indicator

Councils with large operational revenues (e.g. parking) that do not necessarily have matching expenditure will typically be strong in this ratio. Council's philosophy towards service provision will have a large bearing on the ratio outcome. Those councils committed to providing strong operational services to the community, as compared to physical infrastructure, will typically have a lower result.

Council's result at 30 June 2017: \$789

Council's group ranking: Fourth highest of the 14 councils

Graphical presentation**Commentary on ratio**

Council achieved a net adjusted operational surplus per assessment of \$789 which is greater than the group average outcome. The main factor contributing to the fluctuating trend relates to the timing of the distribution of the Financial Assistance grant funding. If the effect of these early Financial Assistance grants funding distributions was removed from the ratio above, the 2016-17 result would be \$704.24 (up from \$537.31 in 2015-16 and \$534.70 in 2014-15). The remaining increase in the ratio result is due to the higher rates and fees and charges income, a consistent level of expenses, combined with only a minor increase in assessments.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

4. Debt key performance indicators

4.1 *Total Indebtedness / Total Rate Revenue***Explanation**

This ratio measures the level of indebtedness compared to the rate base that supports it.

Warning trend

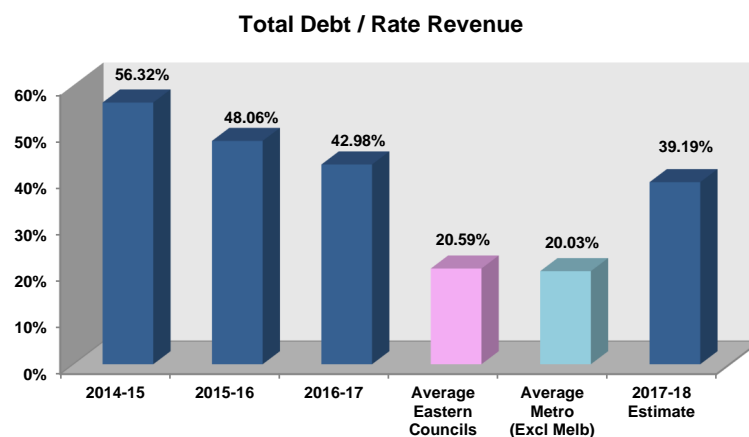
An increasing trend may indicate an over-reliance on loan funding for capital works. A decreasing trend may indicate redemption of loans.

Factors influencing the indicator

Increases in rate revenue either through percentage increases to ratepayers or through growth in the municipality will affect this ratio.

Council's ratio at 30 June 2017: 42.98 per cent

Council's group ranking: Second highest of the 14 Councils

Graphical presentation**Commentary on ratio**

This ratio is perhaps the most used debt indicator and is applied by the Victorian State Government in order to set prudential guidelines for councils to follow. The prudential guideline set by the state government is for ratios to be below 80 per cent, with council's whose ratios exceed 60 per cent being required to evidence long term planning to reduce debt before having new borrowings approved.

As highlighted in the graph above, indebtedness decreased in 2016-17 due to the repayment of borrowings during the financial year (\$3.12 million). This ratio is estimated to decrease in 2017-18 (39.19 per cent), however, new borrowings of \$10 million will be drawn down in 2018-19, increasing the ratio result to 42.62 per cent.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

4.2 Debt commitment ratio (Principal + Interest payments / Rate revenue)

Explanation

This ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.

Warning trend

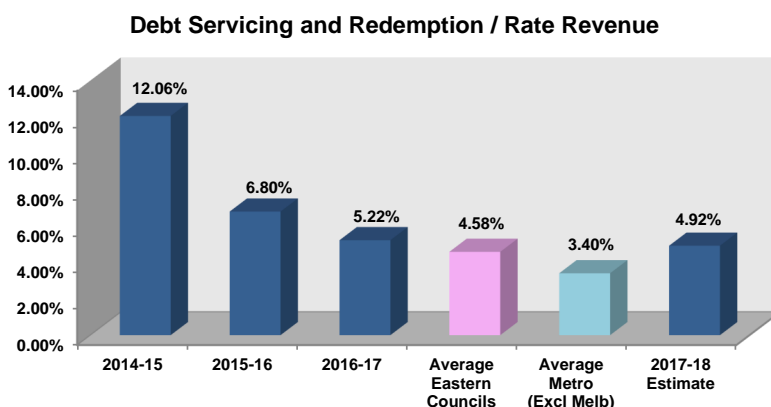
An increasing trend may indicate that the level of interest bearing loans and borrowings is not appropriate to the size and nature of Council's activities.

Factors influencing the indicator

Increases in rate revenue either through percentage increases to ratepayers or through growth in the municipality will affect this ratio. Refinancing of current debt may also distort the ratio result.

Council's ratio at 30 June 2017: 5.22 per cent

Council's group ranking: Fifth highest of the 14 councils

Graphical presentation**Commentary on ratio**

The ratio result for 2014-15 increased significantly due to the refinancing of \$4.90 million in interim loan funding to the Local Government Funding Vehicle (LGFV). The ratio above includes the payout of the interim loan funding as debt redemption, however, it was matched by new funding received from the LGFV (which is not included in the ratio result). The 2015-16 ratio result decreased back down to 6.80 per cent and the 2016-17 ratio result decreased further to 5.22 per cent. The 2017-18 ratio result is estimated to decrease further to 4.92 per cent, which is more in line with the average Eastern councils and reflects the annual loan repayments on existing borrowings.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23*4.3 Non-current liabilities / Own source revenue***Explanation**

This ratio measures the level of long term liabilities compared to own source revenue.

Warning trend

An increasing trend may indicate that the level of long term liabilities is not appropriate to the size and nature of Council's activities. A high or increasing level of long term liabilities suggests a decline in the capacity of Council to meet long term obligations.

Factors influencing the indicator

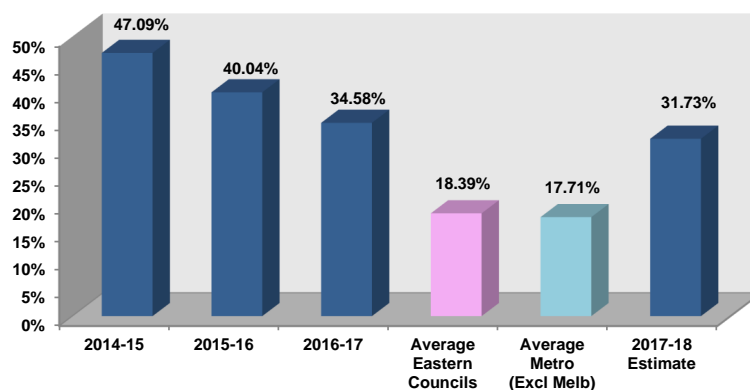
Changes in revenue from rates, fees and charges or interest will affect this ratio.

Council's ratio at 30 June 2017: 34.58 per cent

Council's group ranking: Second highest of the 14 Councils

Graphical presentation

Non-current liabilities / Own source revenue

**Commentary on ratio**

Council's ratio of non-current liabilities to own source revenue is significantly higher than the average of the fourteen benchmarked councils. This is mainly due to the high level of borrowings that Council has entered into as part of its borrowings strategy.

The 34.58 per cent result in 2016-17 is due to a decrease in non-current liabilities relating to the repayment of borrowings and an increase in own sourced revenue (mainly rates).

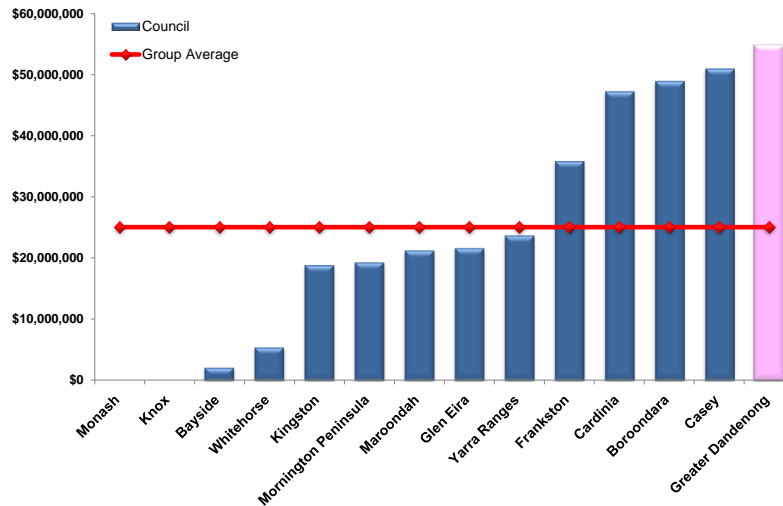
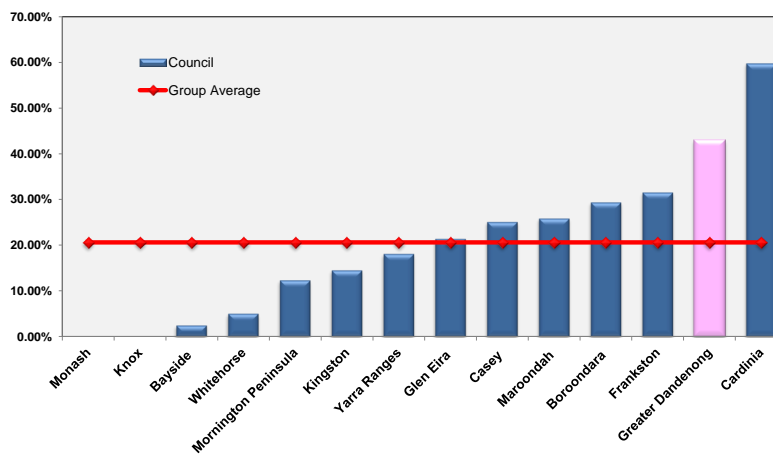
The ratio results for the past three years have been within the permissible range of 0 per cent to 50 per cent as defined in the Local Government Performance Reporting Framework Better Practice Guide 2014-15. As annual loan repayments continue in 2017-18, the forecast ratio estimate is expected to reduce further to 31.73 per cent, prior to the drawdown of new borrowings in 2018-19.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Debt Levels 2016-17 Eastern Councils

Total Indebtedness as a % of Rate Revenue
2016-17 Eastern Councils

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

5. Liquidity key performance indicators

5.1 Current assets / Current liabilities

Explanation

This ratio is the traditional Working Capital Ratio that is widely used in private enterprises and is a mandatory performance measurement for Local Government.

Warning trend

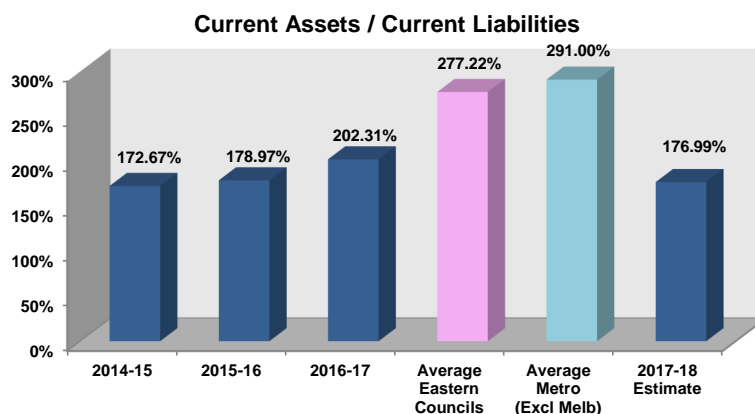
A decreasing trend, and in particular a ratio below 100 per cent, may indicate Council cannot meet its current debt obligations (i.e. debts that will be due within the current twelve month period).

Factors influencing the indicator

The level of cash funds held in reserve funds will influence this ratio.

Council's ratio at 30 June 2017: 202.31 per cent

Council's group ranking: Fourth lowest of the 14 councils

Graphical presentation**Commentary on ratio**

Council's outcome of 202.31 per cent in 2016-17 indicates a more than adequate level of current assets to meet current liabilities (\$2.02 of current assets to every \$1.00 of current liabilities). A ratio of 120 per cent is considered to be sufficient.

The working capital result for 2017-18 is expected to remain at a sufficient level (176.99 per cent) indicating healthy liquidity. The reason for the decrease in the ratio result from 2016-17 to 2017-18 is due to a lower cash balance estimated for 30 June 2018 caused mainly by capital project carry overs from 2016-17.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

5.1 *Unrestricted cash / Current liabilities***Explanation**

This ratio is an indicator of the broad objective that sufficient cash which is free of restrictions is available to pay bills as and when they fall due.

Warning trend

A low or decreasing level of unrestricted cash suggests a decline in liquidity.

Factors influencing the indicator

Unrestricted cash is all cash and cash equivalents (including financial assets) other than restricted cash. Therefore, the definition of restricted cash is important. Council has assumed that restricted cash includes cash and cash equivalents that are not available for use other than for the purpose for which it is restricted, and includes:

- Cash held to fund carry forward capital works.
- Conditional grants unspent.
- Trust funds and deposits.
- Statutory reserve funds (such as public open space reserve).

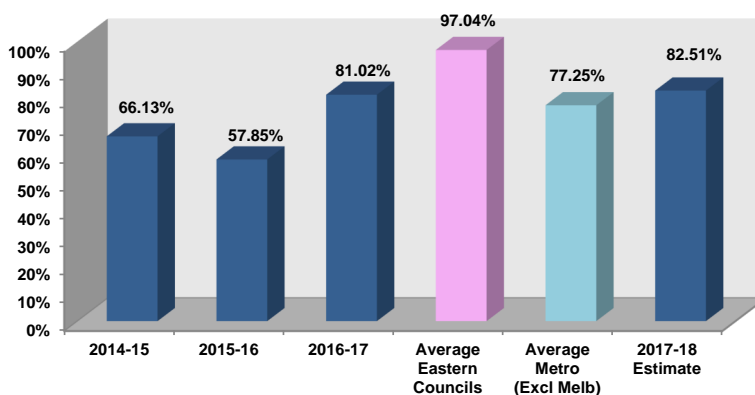
Any change in the above factors will influence the indicator result.

Council's ratio at 30 June 2017: 81.02 per cent

Council's group ranking: Fifth highest of the 14 councils

Graphical presentation

Unrestricted cash / Current liabilities

**Commentary on ratio**

The ratio result in 2016-17 increased due to a higher level of cash and cash equivalents at year end than expected. This was due mainly to a delay in capital expenditure combined with the early distribution of 50 per cent of the 2017-18 Financial Assistance grants funding in June 2017. Refer to the table on the following page for a breakdown of the items included in this ratio calculation.

The forecast 2017-18 ratio result is expected to remain at a similar level to the 2016-17 result, as a result of an anticipated reduction in cash and cash equivalents offset by no carry over's or unexpended grants having been forecast for 2017-18 at this point.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

The table below presents a breakdown of Council's cash assets, restricted and unrestricted.

Restricted and unrestricted cash

(per the Local Government Performance Reporting Framework definitions)

	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	Estimate 2017-18 \$'000
Cash assets	\$78,846	\$88,075	\$125,304	\$108,507
<u>Less</u>				
Reserve funds - statutory (a)	(\$7,296)	(\$9,754)	(\$12,642)	(\$13,290)
Trust funds	(\$20,442)	(\$30,592)	(\$35,371)	(\$35,371)
Unexpended grants	(\$6,639)	(\$1,713)	(\$7,330)	\$0 (b)
Carry forward funding (net)	(\$7,851)	(\$7,728)	(\$10,848)	\$0 (b)
Total unrestricted cash	\$36,618	\$38,288	\$59,113	\$59,846
Current liabilities	\$55,376	\$66,181	\$72,962	\$72,535
Unrestricted cash / Current liabilities	66.13%	57.85%	81.02%	82.51%

(a) Statutory reserve funds relate to the open space reserves.

(b) No carry over's or unexpended grants have been forecast at this point for 2017-18. This will be reviewed at 30 June 2018 as part of the year end statutory accounts.

Please note that the above analysis of restricted and unrestricted cash is in accordance with the definitions of those terms in the Local Government Performance Reporting Framework (LGPRF). However, Council has further restrictions on its cash balance in respect to employee provisions and non-statutory reserves. The table below depicts Council's unrestricted cash balance after considering these additional restrictions.

	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	Estimate 2017-18 \$'000
Total unrestricted cash per the Local Government Performance Reporting Framework (LGPRF)	\$36,618	\$38,288	\$59,113	\$59,846
<u>Less Council restricted funds:</u>				
Employee provisions	(\$16,358)	(\$17,093)	(\$17,024)	(\$17,356)
Non-statutory reserves	(\$19,936)	(\$22,702)	(\$43,844)	(\$44,420)
Unrestricted Council cash	\$324	(\$1,507)	(\$1,755)	(\$1,930)

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23

Long Term Financial Strategy 2018-19 – 2022-23

6. Asset key performance indicators**6.1 Adjusted operating surplus (deficit) / Total assets****Explanation**

This ratio indicates the proportion of total revenue that is retained as operating profit.

Warning trend

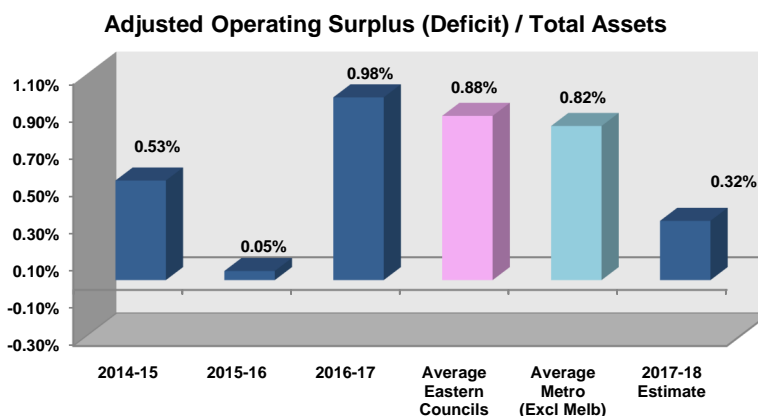
An inability to record a positive ratio may indicate long-term sustainability issues for Council to address. A negative ratio indicates the asset base is being eroded.

Factors influencing the indicator

In calculating the performance of Council, the Operating Statement result disclosed in the Annual Report has been adjusted to discount the effect of sale of assets, assets contributed by developers, capital income and the net effect of any asset revaluation or write off. The adjusted outcome is therefore a true reflection of the Council's performance.

Council's ratio at 30 June 2017: 0.98 per cent

Council's group ranking: Fifth highest of the 14 Councils

Graphical presentation**Commentary on ratio**

Underlying operational outcome is an important measure of long-term financial sustainability and one which the Auditor-General pays particular attention to (although using a slightly different methodology to that applied above).

Council's ratio result in this regard has fluctuated year to year, due mainly to the timing of Financial Assistance grants funding payments. 50 per cent of the Financial Assistance grants funding allocation for 2015-16 and 2017-18 (the years with a lower ratio result) was distributed early in the preceding financial year (the year with a higher ratio result).

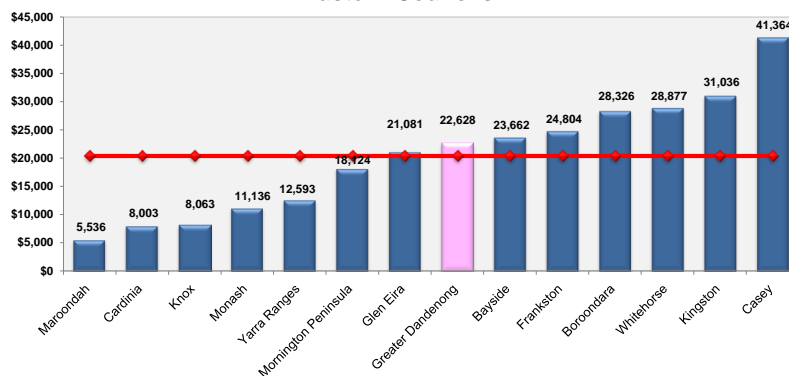
Overall, except for the effect of the timing of the Financial Assistance grants funding payments, Council's operational performance is functioning in a sustainable fashion in the long term.

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

The graph presented below highlights in straight dollar terms the various underlying operating results recorded by the Eastern Melbourne Metropolitan Council grouping in 2016-17.

**Adjusted Operating Surplus/(Deficit) 2016-17
Eastern Councils**



2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)Long Term Financial Strategy 2018-19 – 2022-23*6.2 Total Capital Outlays / Own Source Revenue***Explanation**

This ratio presents the total capital outlays as a percentage of own source funding. Own source revenue is adjusted underlying revenue excluding revenue which is not under the control of Council (including government grants).

Warning trend

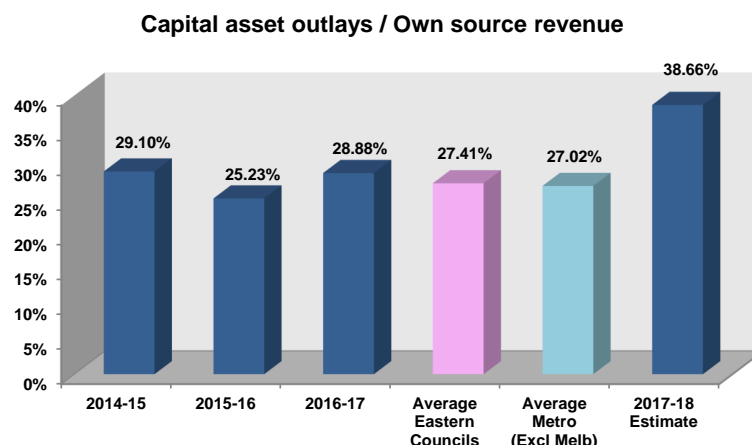
A decreasing trend may indicate an inability to renew assets as they reach the end of their useful lives. This indicator measures the total capital spend and includes funding of new assets in addition to asset renewal.

Factors influencing the indicator

Major projects that occur periodically and attract external funding will cause spikes in this ratio.

Council's ratio at 30 June 2017: 28.88 per cent

Council's group ranking: Second highest of the 14 councils

Graphical presentation**Commentary on ratio**

This ratio is one of the most critical in the data-set in terms of Council being in a position to both provide adequately from own source funding for the renewal of its existing assets and meet community expectations in regard to new assets. Council's performance has been sound across the trend period and is comparable to the average of the Eastern councils.

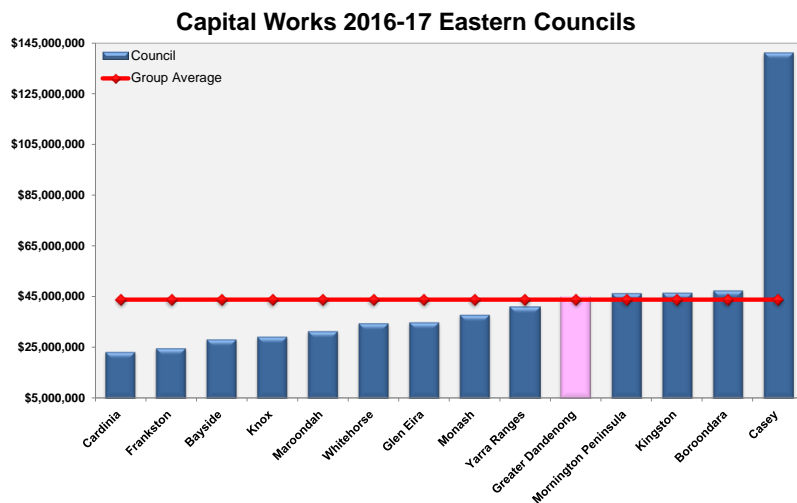
The ratio estimate for 2017-18 is expected to increase to 38.66 per cent, due primarily to capital carry overs from 2016-17 of \$14.11 million (\$2.98 million funded from reserves).

2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)

Long Term Financial Strategy 2018-19 – 2022-23

The graph presented below highlights in straight dollar terms the various capital expenditure results recorded by the Eastern Melbourne Metropolitan Council grouping in 2016-17.

LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23



2.4.1 Adoption of the Long Term Financial Strategy 2018-19 to 2022-23 (Cont.)**LONG TERM FINANCIAL STRATEGY 2018-19 – 2022-23**Long Term Financial Strategy 2018-19 – 2022-23**6.3 Capital Expenditure on Renewal and Upgrade / Total Depreciation****Explanation**

This ratio presents the total capital expenditure on asset renewal and asset upgrade as a percentage of total depreciation.

Warning trend

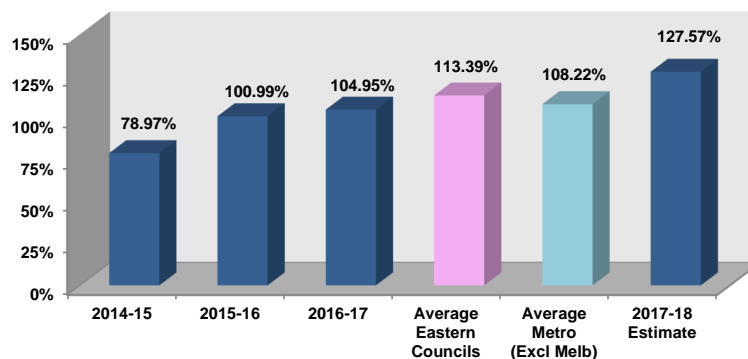
An indicator of less than 100 per cent may indicate that Council is not sustaining its asset base.

Factors influencing the indicator

The influencing factors for this ratio are quite varied. All of the issues relating to capital funding outlined in the previous two sections are applicable as are those relating to depreciation rates, assumptions on useful lives of assets and what represents capital spending. Further, several councils have not separated asset upgrade expenditure from new asset expenditure. All those issues aside, the ratio still presents a useful snapshot of Council's performance.

Council's ratio 30 June 2017: 104.95 per cent

Council's group ranking: Fourth lowest of the 14 councils

Graphical presentation**Capital Expenditure on Renewal & Upgrade / Depreciation****Commentary on ratio**

Council's ratio for 2016-17 increased slightly to 104.95 per cent and is expected to increase further to 127.57 per cent in 2017-18.

A ratio result over 100 per cent positions Council well in terms of replacing assets as they fall due for replacement. This ratio does not however, provide for backlog of works which have accumulated over years of not meeting replacement needs and this result should be read in conjunction with information from the various asset management plans on the infrastructure renewal gap.

The 2017-18 estimate reflects the Mid-Year Budget. The forecast ratio result increases to 127.57 per cent due to a \$9.96 million increase in capital expenditure on renewal and upgrade as a result of carry overs from the prior financial year.

2.4.2 Adoption of the 2018-19 Annual Budget

File Id:

Responsible Officer:

Director Corporate Services

Attachments:

Budget 2018-19

Report Summary

At its meeting on 23 April 2018, Council resolved to adopt the Proposed 2018-19 Budget for public notice and comment. The proposed Budget was advertised on 25 April 2018 and the public were invited to make submissions in respect of this content.

Submissions closed on 25 May 2018. Four submissions were received.

This report recommends that Council adopts the 2018-19 Budget, declares the rates and charges for the 2018-19 financial year and that public notice be given of the decision in accordance with Local Government Act 1989 (the Act). The Budget will form the basis for monitoring Council's financial performance over the 2018-19 financial year.

Recommendation Summary

This report recommends that Council adopt the 2018-19 Budget noting that Council will provide allocations \$60,000 to the Friends of Refugees for service provision and \$50,000 to the Dandenong Basketball Association for final payment of their loan, with both payments to form part of 2018-19 Mid-Year Budget review in the event that the Friends of Refugees payment does not form part of the community partnerships program.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Background**

Council must prepare a Budget for each financial year and adopt its Annual Budget including declaration of rates and charges by 30 June each year in accordance with the Act. The 2018-19 Annual Budget was presented to Council on 23 April 2018, and it was resolved to place it on public notice as required by the Act and seek public submissions from any person or organisation. Four submissions were received.

In respect of the 2018-19 Annual Budget, Council received four submissions for consideration. A summary of each submission and Council's proposed response is summarised below.

Submission 1 – Rhonda Garad

This submission raised concerns in respect of the proposed increase in the waste service charge and sought Council to consider greater financial incentives for residents to reduce waste.

Council Response

The proposed increase in the waste service charge is due entirely to the increase in Council's costs because of the collapse of the recycling industry. Over the past financial year, Council has moved from a position of receiving payments of \$70 per tonne for recycled product to now having to pay the recycling contractor an amount of \$150 per tonne – resulting in a financial net effect of over \$2.5 million per year. Council currently applies six different waste options that residents can choose which already provides lower charges for residents who elect to have a smaller general waste bin. Council will further investigate options for 2019-20 which may further increase this incentive.

Submission 2 – Christina Tat

This submission sought Council consideration of establishing a new aquatic facility in Springvale and rental fees for vendors providing stalls at Lunar New Year and Snow Fest in Springvale.

Council Response

Council's future financial priorities in terms of aquatic centres firmly relate to the eventual replacement of Dandenong Oasis and Council is unlikely to have the financial capacity to consider a third aquatic centre in the foreseeable future. It is noted that Noble Park Aquatic Centre (NPAC) is located just 2.5 kilometres from Springvale and as part of the Oasis project, further consideration will be given to improving the functionality of NPAC.

Council does not manage or set the stall fees for the Lunar New Year event which is conducted by Springvale Asian Business Association (SABA). In terms of Snow Fest, there was quite a variety of stall holders participating and the submitter will be invited to discuss her concerns in more detail with Council's events team.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Submission 3 – Sri Samy**

This submission expressed concern at the likely impact of the Federal Government cuts to Status Resolution Support Services (SRSS) on asylum seekers residing in Greater Dandenong and the flow on impact that this will have on the demand for the services provided by Friends of Refugees. The submission sought funding from Council of \$60,000 to continue to be able to provide services.

Council Response

Council agreed to fund the request for \$60,000. This request will be further considered under Council's Partnership funding agreements and if successful funding will be sourced from this program. If not sourced from this program then funding will be included in the 2018-19 Mid-Year Budget. It was agreed the first allocation of funding of \$30,000 will be paid immediately in July 2018.

Submission 4 – Dandenong Basketball Association

This submission sought Council assistance in paying the final amount of \$50,000 from the outstanding loan owed by the Dandenong Basketball Association (DBA). DBA undertook borrowings of \$2.0 million in 1994 to construct the major redevelopment of the Dandenong Basketball Stadium. DBA has repaid the loan back to an outstanding balance of \$50,000 whilst also having to pay rent on the increased floor space of the stadium during this time.

Council Response

Council agreed to fund the request for \$50,000 with funding to be sourced through the 2018-19 Mid-Year Budget process.

Proposal

That Council adopts the 2018-19 Annual Budget noting that Council will provide allocations \$60,000 to the Friends of Refugees for service provision and \$50,000 to the Dandenong Basketball Association for final payment of their loan, with both payments to form part of 2018-19 Mid-Year Budget review in the event that the Friends of Refugees payment does not form part of the community partnerships program.

Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

Community Plan 'Imagine 2030'Opportunity

- *Leadership by the Council* – The leading Council

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Council Plan 2017-2021

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

Opportunity

- A diverse and growing economy
- An open and effective Council

The strategies and plans that contribute to these outcomes are as follows:

- Rating Strategy
- Long Term Financial Strategy

Related Council Policies

Financial Management Policy.

Financial Implications

The proposed 2018-19 Annual Budget provides the financial framework against which Council's financial performance will be measured during the coming financial year. The Budget represents a prudent financial approach which increases funding for capital works and asset renewal spending whilst also maintaining Council rates at an affordable level.

As is the current practice, quarterly financial reports highlighting Council's progression against the adopted Budget will be made available to Councillors and the community for their information.

Consultation

As required under Section 129 of the Local Government Act (1989), public notice of the 2018-19 Budget for the Greater Dandenong City Council was given on 25 April 2018. The Budget was further advertised on Council's website and displayed at Council's customer service centres and libraries. Submissions were invited from the community in respect of the Budget and four submissions were received.

Conclusion

The 2018-19 Annual Budget represents a prudent financial approach and forms the first year of Council's Long Term Financial Strategy.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Recommendation

That:

- 1. Council adopts the 2018-19 Budget in accordance with Section 127 of the Act noting that Council will provide allocations of \$60,000 to the Friends of Refugees for service provision and \$50,000 to the Dandenong Basketball Association for final payment of their loan, with both payments to form part of 2018-19 Mid-Year Budget review in the event that the Friends of Refugees payment does not form part of the community partnerships program.**
- 2. Declaration of rates and charges**
 - 2.1. Amount intended to be raised**

An amount of \$136,800,522 (or such other amount as is lawfully raised as a consequence of this Resolution) be declared as the amount which Council intends to raise by general rates and the annual service charge (described later in this Resolution), which amount is calculated as follows:

General rates \$117,448,985 (excludes supplementary rates)

Annual service charges \$19,351,537.
 - 2.2. General rates**
 - 2.3. A general rate be declared in respect of the 2018-19 financial year. It be further declared that the general rate be raised by the application of differential rates.**
 - 2.4. A differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared:**
 - 2.4.1. Residential (refer to Schedule A)**

Any land which does not have the characteristics of Commercial, Industrial, Residential Vacant or Farm Land.
 - 2.4.2. Commercial Land (refer to Schedule B)**

Any land which is primarily used for commercial purposes.
 - 2.4.3. Industrial Land (Refer to Schedule C)**

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Any land which is used primarily for industrial purposes.

2.4.4. Residential Vacant Land (refer to Schedule D)

Any land which is vacant residential land.

2.4.5. Farm Land (refer to Schedule E)

Any land which is primary used for the purposes of farming.

- 2.5. Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described in paragraph 2.4 of this Resolution) by the relevant percentages indicated in the following table:**

Category	Cents in the dollar (\$)
Commercial	0.33683120 (of Capital Improved Value)
Industrial	0.51699672 (of Capital Improved Value)
Residential vacant	0.21933194 (of Capital Improved Value)
Farm land	0.13316582 (of Capital Improved Value)
Residential (general)	0.15666567 (of Capital Improved Value)

- 2.6. It be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions, and that:**
- 2.6.1. the respective objectives of each differential rate be those specified in the Schedule to this Resolution;**
 - 2.6.2. the respective types or classes of land which are subject to each differential rate be those defined in the Schedule to this Resolution;**
 - 2.6.3. the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in the Schedule to this Resolution; and**
 - 2.6.4 the relevant**
 - (a) uses of;**

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

(b) geographical locations of; and

(c) planning scheme zonings of; and

(d) types of buildings on

the respective types or classes of land be those identified in the Schedule to this Resolution.

2.7. No municipal charge to be declared in respect of the 2018-19 financial year.

2.8. An annual service charge be declared in respect of the 2018-19 financial year for the collection and disposal of refuse.

2.9. The annual service charge be in the sum of, and be based on the criteria specified below:

Option A: 120 litre waste, 240 litre recycling, 240 litre garden bin \$339.00

Option B: 80 litre waste, 240 litre recycling, 240 litre garden bin \$308.00

Option C: 120 litre waste, 240 litre recycling, 120 litre garden bin \$322.00

Option D: 80 litre waste, 240 litre recycling, 120 litre garden bin \$292.00

Option E: 120 litre waste, 240 litre recycling, no garden bin \$274.00

Option F: 80 litre waste, 240 litre recycling, no garden bin \$245.00

\$39.00 per service for each land that utilise either domestic waste bin size for the collection of landfill levies associated with the disposal of refuse.

\$245.00 minimum waste charge for each residential property.

Additional bin services:

\$17.10 = bin option change of selection charge

\$177.00 = 120 litre waste bin service

(Plus a “one off” fee for the purchase of the bin \$36.00)

\$44.00 = 240 litre recycling bin service

(Plus a “one off” fee for the purchase of the bin \$43.00)

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

\$92.00 = 240 litre garden bin service

(Plus a “one off” fee for the purchase of the bin \$43.00)

\$94.60 = Recycling bin option - upgrade of 240 litre to 360 litre

\$15.60 = Bin delivery

3. Rebates and Concessions

Council has entered into agreements with the Ministry of Housing to assess 50% of the general rate for certain purpose built units for older persons.

Council also provides concessions of 10% and 40% of the relevant rate for qualifying properties under the Cultural and Recreational Lands Act.

4. Incentives

No incentive be declared for early payment of the general rates and annual service charge previously declared.

5. Consequential

5.1. It be recorded that Council requires any person to pay interest on any amount of rates and charges to which:

5.1.1. that person is liable to pay; and

5.1.2. have not been paid by the date specified for their payment.

5.2. The Chief Executive Officer be authorised to levy and recover the general rates and annual service charge in accordance with the Local Government Act, 1989.

6. Payment method

In accordance with Section 167 *Local Government Act 1989*, Council declares that Council rates will be payable by four quarterly instalments on or before the following dates:

Instalment 1 - 30 September 2018

Instalment 2 - 30 November 2018

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Instalment 3 - 28 February 2019

Instalment 4 - 31 May 2019.

Where the payment due date falls on a weekend or public holiday, the payment date will be the next business day.

or

Ratepayers also have the option of paying by nine instalments (direct debit only). The first instalment is due by 30 September 2018 with the second and ninth instalments due at end of each month until 31 May 2019.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

SCHEDULE A

RESIDENTIAL (General)

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and community services.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake it's strategic, statutory, and service provision obligations.

Types and classes:

Any land which does not have the characteristics of Commercial, Industrial, Residential Vacant or Farm Land.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-18 financial year.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

SCHEDULE B

COMMERCIAL LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure related to the commercial sector.
2. Enhancement of the economic viability of the commercial sector through targeted programs and projects.
3. Encouragement of employment opportunities.
4. Promotion of economic development.
5. Requirement to ensure that streetscaping and promotional activity is complementary to the achievement of commercial objectives.

Types and classes:

Any land which is primarily used for commercial purposes.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-18 financial year.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

SCHEDULE C

INDUSTRIAL LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure related to the industrial sector.
2. Enhancement of the economic viability of the industrial sector through targeted programs and projects.
3. Encouragement of employment opportunities.
4. Promotion of economic development.
5. Requirement to ensure that street scaping and promotional activity is complementary to the achievement of industrial objectives.

Types and classes:

Any land which is used primarily for industrial purposes.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-18 financial year.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

SCHEDULE D

RESIDENTIAL VACANT LAND

Objective:

To provide an economic incentive for the development of residential vacant land and a disincentive for residential land-banking in order that all rateable land makes an equitable contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and community services.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and classes:

Any land which is vacant residential land.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

SCHEDULE E

FARM LAND

Objective:

To provide a financial subsidy to rateable farm land to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and community services.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and classes:

Any land which is primarily used for the purposes of farming.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-18 financial year.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

FINANCE AND BUDGET

ADOPTION OF THE 2018-19 ANNUAL BUDGET

ATTACHMENT 1

**BUDGET 2018-19
ADOPTED BY COUNCIL 12 JUNE 2018**

PAGES 186 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Budget
2018-19

www.greaterdandenong.com

 GREATER
DANDENONG
City of Opportunity

Adopted by Council 12 June 2018

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

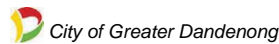
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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Contents**

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Executive summary**

It is with pleasure that the 2018-19 Greater Dandenong City Council Budget, be submitted for the consideration of Councillors and the community.

The 2018-19 Council Budget forms an integral part of Council's overall strategic planning framework. This budget will deliver on current commitments and Council's investment in new priorities and directions established in the Council Plan 2017-21 (Revised 2018).

There have been enormous strides in the past five years and significant investment in the infrastructure of our City including the Dandenong Civic Centre and Library, redevelopment of the Dandenong Market, construction of the Noble Park Aquatic Centre and more recently the construction of Tatterson Park Community Sports Complex.

The past several years have seen facilities in the Council improve markedly and contribute towards making the Council a better place for its residents to live, work and enjoy. Council retains this theme in the 2018-19 Budget. This Budget will continue to deliver the master plan outcomes for the Springvale Community Precinct including the library and town hall revitalisation at an estimated total cost of \$50 million. The 2018-19 Budget will also see the drawdown on the first of two tranches of borrowings for this project. These funds will combine with proceeds from the sale of the former View Road depot and rate funding to complete this significant project.

The Minister for Local Government has determined that for the 2018-19 financial year, the rate rise would be capped at the forecast rate of inflation of 2.25 per cent. Council is confident that it can continue to manage the rates capping challenge in the 2018-19 financial year. Beyond this period however the ongoing challenges will begin to become more difficult, particularly as the delivery of new facilities such as the Springvale Community Precinct add considerable costs to Council's operational budgets without the ability to offset this via increased rates. It is important to note that these projects and others derived from Strategies and Plans also create an additional maintenance requirement going forward increasing operational costs into the future.

Our financial strategy combines the above constraints while meeting the service needs of our community, investing in infrastructure and meeting asset renewal requirements. Council has purposefully set out to manage expenditure growth, while still preserving our investment in community assets and our capital program and services and continuing to remain in a sound financial position.

Property Revaluations and the Rate Rise

Up until now and including the 2018 revaluation, property valuations have occurred every two years. From 2019, valuations will be conducted annually. It should be noted that since the introduction of rate capping it is important for residents to understand that these two matters are quite independent of each other. Rate capping is applied to the total rates that Council can raise but this will not be evident at an individual property level. Depending on property values, rates and charges for an individual property may vary by more or less than the CPI. This means that ratepayers will experience changes to their rates that vary from the standard increase of 2.25 per cent (both higher or lower). In practice, the total Council rates collected will increase by 2.25 per cent while individual movements may vary greatly.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



The following table highlights that overall Council properties have increased by 24.16 per cent over the past two years with vacant residential and farm increasing substantially higher than this average outcome.

Type or class of land	Forecast 2017-18	Budget 2018-19	% increase in valuations
	Revaluation CIV	Revaluation new CIV	
General	26,829,391,000	33,967,880,000	26.61%
Commercial	3,340,389,000	3,892,632,000	16.53%
Industrial	8,154,858,100	9,520,362,600	16.74%
Vacant residential	418,402,000	669,223,000	59.95%
Farm	218,794,800	325,606,000	48.82%
Total value of land	38,961,834,900	48,375,703,600	24.16%

By way of example the table below highlights the rating impact on various rating types should Council retain the current rate differential structure (outcomes are based on an annual increase in rates of 2.25 per cent).

Type or class of land	Proposed 2018-19 rates	% increase 2017-18 to 2018-19
General	53,216,008	6.70%
Commercial	13,111,599	-0.54%
Industrial	49,219,963	-2.51%
Vacant residential	1,467,820	21.01%
Farm	433,596	26.74%
Total	117,448,985	2.25%

As shown in the above table, the rating experiences between rating groups is reasonably dynamic with residential properties on average increasing by 6.70 per cent and vacant residential and farm increasing by 21.01 and 26.74 per cent respectively.

Council has indicated its concern that its residential sector does not have the capacity to pay a rate increase of 6.70 per cent and has sought rating models that evenly apply the proposed rate increase to each of the major rating sectors (General, Commercial and Industrial). It is recommended that the following differential rates be applied.

Type or class of land	Existing rating differential 2017-18	Proposed rating differential 2018-19	% increase 2017-18 to 2018-19
General	100%	100%	1.87%
Commercial	200%	215%	1.45%
Industrial	300%	330%	2.34%
Vacant residential	140%	140%	15.53%
Farm	80%	85%	28.56%
			2.25%

With these proposed changes to the differential rates to be applied, all of the major rating categories will pay close to the average rate increase of 2.25 per cent. On this basis, it is recommended that the existing differential rating structures be amended to take account of the impacts of the 2018 Council revaluation.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Waste charges**

The 2018-19 Budget proposes a \$53.00 (or 16.3 per cent) increase in the default annual waste charge (inclusive of the State Government landfill levy) which is linked directly to the cost of providing the waste services, priced on a cost recovery basis.

Council's recycling contract has been immediately impacted by the National Sword Policy implemented by China's Customs on 1 January 2018 which aims to restrict the import of contaminated paper, cardboard and plastics. The policy has severely disrupted recycling markets worldwide. The policy most directly impacts kerbside recycling services, as recyclables from households are usually on-sold in a mixed form. Significant quantities are exported to China resulting in the new restrictions having large impacts on recycling processors.

The changes are now being felt by metropolitan council's as recycling processors seek to reset current contractual arrangements with councils. The local government sector expects to see the withdrawal of rebate payments to Council's which will be replaced by higher gate fees for recyclable material sorting. For Council to maintain its recycling service, the charge for recycling has been adjusted to meet the costs associated with continuing Council's current recycling contract while continuing to be sustainably responsible in the process.

Residential rate in the dollar	Forecast 2017-18	Budget 2018-19	% Variance	\$ Variance
Median residential valuation in Greater Dandenong	\$ 503,200	\$ 630,000		
Residential rate in the dollar	0.0019254	0.0015667		
General rates	\$ 968.85	\$ 986.99	1.87%	\$ 18.15
Council waste charge (including State Government landfill levy) *	\$ 325.00	\$ 378.00	16.31%	\$ 53.00
Total rates and charges median residential property	\$ 1,293.85	\$ 1,364.99	5.50%	\$ 71.15

Overall, the increase in general rates and charges for the median residential valued property is 5.50 per cent. The total annual impact is \$71.15 or \$1.37 cents per week.

Investing in infrastructure and meeting the asset renewal challenge

Council retains a strong focus on the future needs for this municipality. The 2018-19 Budget continues with significant investment in the infrastructure of our city, despite the constraints imposed by rate capping. An extensive Capital Works Program totalling \$59.91 million will be undertaken in 2018-19. This capital investment includes Council funding from rate revenue of \$38.10 million building on that delivered in 2017-18 (\$34.33 million).

The challenge to fund the appropriate replacement of existing assets (roads, drains, buildings, etc) is one that City of Greater Dandenong shares with many other municipalities. In our particular case, the challenge is beginning to become urgent as much of our key infrastructure was built in the 1960's and 1970's and will soon reach the end of their useful lives.

The 2018-19 Council Budget continues to address the asset renewal challenge. A total of \$21.30 million has been allocated in the 2018-19 Budget to renewing our assets.

In order to achieve Council's objectives of meeting the asset renewal challenge whilst at the same point delivering key new infrastructure, it is essential that Council strongly scrutinise its operational budgets annually and look to achieve efficiencies. Improvement has been achieved in this regard in 2018-19 with Council turning a high percentage of its capped rate revenue into capital works for the community.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Capital expenditure funding sources	Original Budget 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Capital grants and contributions	2,932	1,256	-	-	-	-
Capital contributions	-	398	-	-	-	-
Transfer from reserves	5,360	10,159	1,000	1,000	1,000	1,000
Loan proceeds	-	10,000	10,000	-	-	-
Funded from operational surplus	34,332	38,099	41,609	40,883	40,870	40,872
Total capital works funding	42,624	59,912	52,609	41,883	41,870	41,872

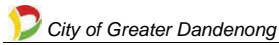
Note: future years may be subject to heavy reductions due to the impacts of rate capping under the Fair Go Rates System. The investment in 2022-23 is retained at similar levels as 2020-21 and 2021-22.

The table highlights an increase from \$38.10 million of operational funds devoted to capital purposes in 2018-19 to \$40.87 million estimated in 2022-23. Loan proceeds total \$20.00 million over the 2018-19 to 2019-20 years and will part fund significant works associated with the Springvale Community Precinct project.

Key capital projects included in the 2018-19 Budget

The 2018-19 Council Budget provides funding for a range of key capital projects that are worthy of particular highlight and include:

- \$18.53 million Springvale Community Precinct – stage two construction of the Library/Community Hub (*part funded from new borrowings of \$10 million, a \$5 million transfer from reserves being the remaining View Road asset sale proceeds which were transferred to the Major Projects Reserve in 2017-18 and State Government grant funding of \$513,000*).
- \$4.00 million Re-inclusion of Keysborough South Community Hub – land purchase (stage 1) \$3 million (*funded by a transfer from the Major Projects Reserve*) and further funding of \$1.0 million has been allocated to complete the detailed design of this project to allow construction to commence in the 2019-20 financial year.
- \$3.72 million Road re-surfacing / rehabilitation program.
- \$2.53 million Building renewal program.
- \$2.31 million Drainage capital program.
- \$2.15 million Springvale Road Boulevard Project – design and implementation (stage two and three).
- \$2.00 million Thomas P Carroll Reserve Crowe Pavilion – construction / refurbishment.
- \$1.85 million Local road design, upgrade and reconstruction program.
- \$1.75 million Footpath and kerb and channel renewal programs.
- \$1.50 million Dandenong Park Master Plan implementation (stage three) (*partly funded by a reserve transfer of \$100,000 from the Open Space – planning, development and improvements reserve*).
- \$1.00 million Tatterson Park – Master Plan implementation (stage two) – off street car park (*partly funded by Commonwealth Government staged grant funding (final instalment of \$243,000) which relates to prior year expenditure of the Tatterson Park project*).
- \$1.00 million Walker Street Streetscape upgrade (stage two) (*fully funded by a reserve transfer from the Dandenong Activity Precinct – Parking and Development Reserve*).
- \$859,000 Developer Contributions Plan (DCP) – Perry Road South – upgrade design (*funded by a transfer from Council's DCP Reserve*).
- \$850,000 Local Area Traffic Management (LATM) implementation program (*partly funded by a State Government grant of \$400,000 relating to the Safe Travel in Local Streets program*).
- \$815,000 Robert Booth Reserve - Floodlighting (*partly funded by State Government grant funding of \$100,000*).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

- \$511,000 Building Energy Efficiency Program.
- \$500,000 Dandenong Market – various projects including back of house upgrade (stage three), provision of services (stage three) and digital CCTV.
- \$500,000 Greaves Reserve – Tennis Court resurfacing.
- \$ 30,000 Jan Wilson Community Centre – furniture.

A number of new operating initiatives totalling \$973,250 (net) have also been included in the 2018-19 Budget:

- \$400,000 Street lighting – continuing the replacement of lights with energy efficient luminaires.
- \$265,000 'Greening Our City' – Tree Strategy.
- \$200,000 Master plans for Barry Powell Reserve and Spring Valley Reserve.
- \$41,050 Team 11 Project Officer position (1 year) net of recovery income from partner councils.
- \$25,000 Annual Carols event (ongoing).
- \$22,200 City of Greater Dandenong 25th anniversary publication (1 of 2 years).
- \$20,000 Security and lock changes to all sporting pavilions.

In summary the 2018-19 Budget is one that strikes a good balance between ensuring Council continues to provide operational services and support to the community and a strong capital spending program to provide much needed local infrastructure, whilst at the same time complying with the 2.25 per cent CPI cap on rate income.

I commend the 2018-19 Budget to Council and the community.

John Bennie PSM
Chief Executive Officer

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Budget processes****Council Plan outcomes**

The Council Plan sets out the key activities that the Council will undertake during the year to implement the strategic four-year directions established in the Plan, which in turn progresses Council towards contributing to outcomes as detailed in Imagine 2030. The Annual Budget converts these actions into financial terms to ensure that there are sufficient resources for their achievement.

Basis of budget preparation

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

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

The 2018-19 Budget, which is included in this report, is for the year 1 July 2018 to 30 June 2019 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2019 in accordance with the Act and Regulations, and are consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with officers preparing the operating and capital components of the annual budget during January and February. A draft budget is then prepared and various iterations are considered by Council at informal briefings during April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

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

The budget includes consideration of a number of long-term strategies to assist Council in considering the budget in a proper financial management context.

Key dates for the budget process are summarised on the following page.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Key dates for the Annual Budget process:

Budget process	Timing
Budget submitted to Council for approval "in principle"	23 April
Public notice advising of intention to adopt Budget	27 April
Budget available for public inspection and comment	27 April – 25 May
Public submission process undertaken	April/May
Submissions period closes (28 days)	25 May
Submissions considered by Council/Committee	31 May
Budget and submissions presented to Council for adoption	12 June
Copy of adopted Budget submitted to the Minister	Prior to 30 June

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



1. Linkage to Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term (Imagine 2030), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

1.1 Planning and accountability framework

In reading the 2018-19 Annual Budget it is important to note that the document forms part of an overall planning framework that exists at the City of Greater Dandenong.

Council prepared its first Community Plan in February 2009, which describes the vision held by the community for the future of this City (Imagine 2030). It is a long term plan which incorporates a range of aspirations, some of which are in the domain of Council to address whilst others require Council to lobby on behalf of their constituents.

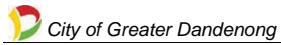
In terms of a shorter time frame, the Council Plan 2017-21 expresses Council's four year strategic objectives and these are aligned to the Strategic Resource Plan in terms of financial resources.

The Strategic Resource Plan, included in the Council Plan, is a rolling five 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 then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



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

In addition to the above, Council has a long term plan (Imagine 2030) which articulates the community's vision, mission and values. The Council Plan is prepared with reference to Council's long term community plan and an Annual Plan is developed each financial year which highlights key activities for the twelve month period. These activities provide specific information on how Council will deliver on its four year priorities.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

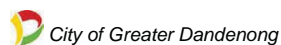
The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement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

1.2 Our purpose**Our vision**

Greater Dandenong is a safe, vibrant city of opportunity for all – to visit, work, live and play.

Our strategic objectives

Theme	Strategic objectives
People	A vibrant, connected and safe community. A creative city that respects and embraces its diversity.
Place	A healthy, liveable and sustainable city. A city planned for the future.
Opportunity	A diverse and growing economy. An open and effective Council.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**2. Budget influences****2.1 Greater Dandenong – snapshot****People**

Greater Dandenong has a population of approximately 171,000 (2018 estimate). This is forecast to increase to an estimated total of 205,000 by 2028, largely as a result of residential developments in the area generally referred to as Keysborough South, central Dandenong and dispersed construction across the city.

There were 2,464 births to Greater Dandenong residents in 2016-17, with 80 per cent of these being to residents born overseas, from countries such as Vietnam, India, Cambodia, Sri Lanka, Afghanistan and China.

The Greater Dandenong population total includes an estimated 32,000 children and adolescents aged 0-14 years, 23,000 young people aged 15-24 years, 92,000 people aged 25-64 years and 24,000 over 64 years of age.

Nearly two-thirds of the residents of Greater Dandenong were born overseas, making this the most culturally diverse municipality in Victoria, with residents from 157 different birthplaces.

Reflecting its cultural diversity Greater Dandenong also has a wide diversity of spoken languages, with two-thirds of residents speaking languages other than English in their homes. Among the languages widely spoken in this community are Vietnamese, Khmer, Mandarin, Cantonese, Greek, Punjabi and Sinhalese.

Place

Greater Dandenong encompasses an area of 129 square kilometres in Melbourne's south-east, approximately 35 kilometres from the central business district. It is bounded by Police Road in the north, Dandenong Creek and South Gippsland Freeway to the east, Thompson Road in the south, and by Westall and Springvale Roads to the west.

The suburbs of Greater Dandenong are: Dandenong, Dandenong South, Bangholme, Springvale, Springvale South, Noble Park, Noble Park North, and Keysborough.

Housing

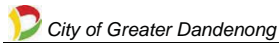
In 2016, 54 per cent of residents own or are purchasing their homes and 32 per cent of residents rent their accommodation, similar to the metropolitan level.

Rises in the cost of housing over recent years have exceeded the rates in income growth, placing additional pressure on the local rental markets.

Though housing costs in Greater Dandenong are lower than the metropolitan average, the cost of purchasing a home in this city has trebled in the past two decades, placing financial strain on many families.

Parks and reserves

Greater Dandenong maintains over 25 sports reserves, 61 kilometres of bike and shared paths, 1084 kilometres of footpaths, 113 playgrounds, 197 parks and 17 bushland areas covering approximately 600 hectares of open space.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Opportunity****Employment within Greater Dandenong**

Greater Dandenong provides 21,300 jobs in manufacturing for the region. This represents a 30 per cent share of all jobs in the city, which is renowned as the manufacturing hub of Victoria.

The following sectors also provide a significant proportion of jobs: wholesale trade at 7900, health care at 9200, transport and warehousing at 6900 and retail trade at 8700.

Education

While the level of participation by young people in university is slightly lower than the metropolitan average, attendance at TAFE is substantially higher than the Victorian level.

The 2016 Census revealed that of residents aged 25-44 years, 33 per cent hold a degree qualification, with 38 per cent having no post-school qualifications at all.

Employment and income rates of Greater Dandenong residents

In 2016, 55,000 residents were in paid work, a third of them employed within the city, while the others journeyed outside the city to work. Manufacturing is the largest industry accounting for 17 per cent of employment among residents, followed by health care and social assistance at 12 per cent, retail trade at 11 per cent and wholesale trade at four per cent.

In 2016, the median weekly income in Greater Dandenong was the lowest across the state and less than two thirds of the metropolitan average.

Comprehensive demographic information about the City of Greater Dandenong is available on Council's website www.greaterdandenong.com.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**2.2 External influences**

In preparing the 2018-19 Budget, a number of external influences have been taken into consideration. These include:

- The Victorian State Government rate cap for 2018-19 has been set at 2.25 per cent (2.00 per cent in 2017-18).
- A continuation of cost shifting where Federal and State government grants do not increase by the same percentage as Council's cost of providing these services.
- Increase in maintenance costs of parks and gardens due to continued trend of receiving gifted open space assets from developers.
- Council's recycling contract has been immediately impacted by the National Sword Policy implemented by China's Customs on 1 January 2018 which aims to restrict the import of contaminated paper, cardboard and plastics. The policy has severely disrupted recycling markets worldwide. The policy most directly impacts kerbside recycling services, as recyclables from households are usually on-sold in a mixed form. Significant quantities are exported to China resulting in the new restrictions having large impacts on recycling processors.

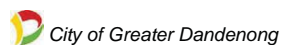
The changes are now being felt by metropolitan council's as recycling processors seek to reset current contractual arrangements with councils. The local government sector expects to see the withdrawal of rebate payments to Council's which will be replaced by higher gate fees for recyclable material sorting. For Council to maintain its recycling service, the charge for recycling has been adjusted to meet the costs associated with continuing Council's current recycling contract while continuing to be sustainably responsible in the process.

- The Aged care sector is experiencing significant change. The net cost of Community Care has increased by more than \$1 million from 2017-18 to the 2018-19 Proposed Budget.
- Since 2014-15, Greater Dandenong has benefited from \$6.1 million in Roads to Recovery (R2R) funding improving road safety and undertaking local road upgrades. The R2R Program does not contain a sunset clause however the Australian Government has announced an ongoing funding commitment by increasing funding available to councils beginning in 2019-20. Council has received its full allocation under the current R2R Program so no allocation has been factored into the 2018-19 Budget.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government in accordance with the Fire Services Property Levy Act 2012. The State has announced there will be no increase in revenue collected from the Fire Services Property Levy (FSPL) and, following advocacy by the Municipal Association of Victoria (MAV), has committed to continue providing direct funding to administer FSPL collection. At the time of budget development, the actual amount is unknown however it is expected to be similar to that received in prior years.

2.3 Internal influences

In addition to the external factors noted, there are a number of internal factors which also impact on the setting of the 2018-19 Council Budget. These include the following:

- Council is committed to maintaining services to current standards (as a minimum) in the areas of parks, roads and drainage maintenance. This will require Council to make a higher investment in the ongoing renewal of these assets through its Capital Works Program.
- Employee costs are largely driven by Council's Enterprise Bargaining Agreement (EBA). The Enterprise Agreement 2015 expires on 30 June 2018. The assumed increase in determining the 2018-19 employee cost budget matches the rate cap of 2.25%. For years beyond this, it has been assumed that total employee cost increases continue to match the assumed rate cap (2 per cent).
- Waste costs will increase on average by 16.3 per cent for residents in 2018-19. The new "dumped rubbish" initiative (\$433,000) which commenced in 2017-18 will continue in 2018-19 and is recovered through the waste charge.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**2.4 Budget principles**

The 2018-19 Budget aims to meet the objectives of Council's Long Term Financial Strategy which are:

- The maintenance of an ongoing underlying operational surplus.
- An increase in capital works investment funded from Council's operations.
- Increased funding for asset renewal.
- The achievement of a financial structure where annual asset renewal needs are met from the base operating outcome of Council and non-renewable sources of funds such as reserves and asset sales are used to fund new or significantly upgraded facilities.
- The retention of service provision at present levels in preparing the 2018-19 Council Budget. All operational budgets are reviewed by the Executive Management Team and Council and are subjected to scrutiny and justification. Focus on using fewer resources with an emphasis on innovation and efficiency.
- New revenue sources to be identified where possible.

In terms of the direct parameters upon which the 2018-19 Budget is based, the below table highlights the broad escalation percentages in respect of key areas.

Description	Budget Parameter 2018-19
Rate revenue	2.25%
CPI forecast	2.25%
Fees and charges - Council *	2.50%
Fees and fines - statutory *	As set by statute
Grants and subsidies - recurrent	1.00%
Grants - Financial Assistance funding	1.50%
Employee costs **	2.25%
Electricity and gas	40.00%
Water	5.00%
Fuel	2.25%

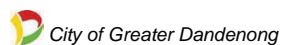
* Council fees and charges are fully documented in **Appendix E**.

** Enterprise Bargaining Agreement (EBA) 2015 expires 30 June 2018. A 2.25 per cent salary increment applies in the 2018-19 financial year plus an allowance for salary relativities.

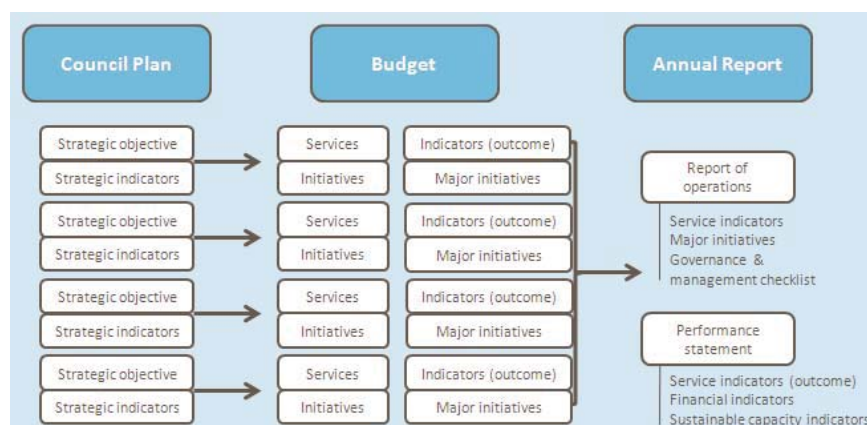
2.5 Major 2018-19 Budget outcomes

The major outcomes of the 2018-19 Council Budget are:

- Council rates are capped to 2.25 per cent as per the Fair Go Rates System.
- The default residential waste charge (including State Government landfill levy) will increase by \$53.00 (or 16.31 per cent) from \$325.00 to \$378.00.
- Council's total capital expenditure in 2018-19 is estimated to be \$59.91 million with \$38.10 million being funded from Council rate revenue.
- New borrowings in 2018-19 will be \$10 million for works associated with the Springvale Community Precinct (first of two tranches of borrowings to be taken out over the 2018-19 and 2019-20 financial years).
- Council will repay \$3.30 million in loan redemption during 2018-19.
- Council will maintain funding for road asset renewal with funds of \$4.07 million budgeted for in 2018-19.
- Council continues to record an underlying operational surplus in terms of the accounting result.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**3. Services, initiatives and service performance 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 a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



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

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**Theme : People**

Strategic Objective 1: A vibrant, connected and safe community

Council acknowledges that creating a healthy and safe community is at the core of everything we do. We make a commitment to the social model of health as a framework to inform our policy making, our service planning and delivery. These principles are also reflected in our Community Wellbeing Plan.

Strategic Objective 2: A creative city that respects and embraces its diversity

The cultural diversity of Greater Dandenong is the defining point of difference for this city. There are many aspects of diversity in addition to multiculturalism. Diversity of culture, ability, age, gender, faith and sexuality are all acknowledged and considered in the development and delivery of our services.

Services (operating budget)

Service category	Description	Net cost \$'000
Community Services Executive	This function provides the oversight and leadership of the provision of Community Services to the municipality. Also includes the Team 11 project.	\$525
Community Arts, Cultural and Libraries	The Arts, Cultural and Libraries business unit supports the management of cultural venues, the Drum Theatre, festivals and events, public art, cultural development and cultural planning. Library services provide access to a wide range of information for all ages and cultures in a range of formats and locations and are committed to lifelong learning and self-improvement opportunities. Branches include Springvale, Dandenong and online.	\$7,495
Community Wellbeing	This department focuses on developing and supporting a range of initiatives and services to enhance the health and wellbeing of families. This includes family day care, family support services, kindergarten and child care committee support, preschool field officer program, 'Best Start' and early years projects, immunisation, maternal and child health, parenting programs, youth services, leisure planning, sport and recreation development, aquatic and leisure centre management, community property management and community grant funding.	\$10,364
Community Care	Community Care provides services and programs to assist older people and people with a disability to remain living in the community. These include home based and centre based services, specialised community transport and support for clubs and groups within the city.	\$3,029
Regulatory Services	Provides compliance, education and enforcement functions related to environmental health, animal management, fire prevention, local laws, parking management, planning compliance, public safety and security, litter prevention and school crossings.	(\$1,870)
Total PEOPLE		\$19,543

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Strategic Objective 1: A vibrant, connected and safe community****Major Initiatives**

- 1) Implementation of the Domestic Animal Management Plan.
- 2) Deliver eight key festivals and events across the city.
- 3) Provide ongoing funds via the Local Area Traffic Management prioritisation program for road safety.
- 4) Maintain the Safe City CCTV system.

Initiatives

- 5) Host the 2018 Walk Against Family Violence.
- 6) Develop a Sport and Recreation Women's program.
- 7) Maintain eSmart libraries accreditation.

Strategic Objective 2: A creative city that respects and embraces its diversity**Major Initiatives**

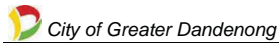
- 8) Implement actions from the Reconciliation Action Plan.
- 9) Deliver the Home exhibition featuring artists of Refugee and Asylum Seeker backgrounds.

Initiatives

- 10) Implementation of the Positive Ageing Strategy.
- 11) Implementation of the Disability Action Plan.
- 12) Arts and heritage exhibitions across Council's cultural facilities.

Service Performance Outcome Indicators

Service	Indicator	Performance measure	Computation
Maternal and Child Health (MCH)	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] x 100
		Participation in the 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] x 100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (The number of visits to pool facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

CITY OF GREATER DANDENONG 2018-19 BUDGET

Service	Indicator	Performance measure	Computation
Animal Management	Health and Safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food Safety	Health and Safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



CITY OF GREATER DANDENONG 2018-19 BUDGET

Theme : Place**Strategic Objective 3: A healthy, liveable and sustainable city**

Council is committed to a proactive and collaborative approach to climate change. We have prepared a new Sustainability Strategy that provides guidance on many key priorities, such as reducing waste, increasing transport options, improving our built environment and protecting our natural environment.

Strategic Objective 4: A city planned for the future

The appearance and amenity of the city defines its space. Council strives for best practice urban design and planning to create a city for the future that has high quality amenity for current and future residents, and appropriate levels of development. Planning and development within the city is regulated through the Greater Dandenong Planning Scheme which sets out the vision for the city through zoning, style and type of development, and regulatory functions.

Services (operating budget)

Service category	Description	Net cost \$'000
Engineering Services Executive	This directorate is focused on the built and natural environment and provides the oversight of the engineering and infrastructure functions of Council.	\$397
Infrastructure Services and Planning *	Responsible for: <ul style="list-style-type: none"> • Maintenance of the city's road, drainage, and footpath network. • Maintenance of the city's parks, recreational and sporting facilities. • Fleet and waste collection services. • Long term asset planning. <i>* Please note this net cost excludes \$19.35 million in waste income (included in rates and charges income total).</i>	\$28,484
Roads	Road maintenance is a key function of Council, funding the ongoing upkeep of local roads.	\$5,635
Parks	The Parks Service unit maintains the City of Greater Dandenong's parks and public open spaces in order to: <ul style="list-style-type: none"> • Improve the health and wellbeing of the community. • Provide accessible, usable open spaces for residents. • Improve the value of assets within the municipality. 	\$12,386
Building Maintenance	Building Maintenance services cover everyday building issues and helps maintain other Council properties and structures, including: bus shelters, Council building and land fencing, and Council building lighting.	\$7,328
Transport and Civil Development	This unit is responsible for the long term planning and advocacy of Council's transport network, asset protection and civil development and design. The unit provides engineering input to planning and development and civil work applications.	\$839

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



CITY OF GREATER DANDENONG 2018-19 BUDGET

Service category	Description	Net cost \$'000
City Planning Design and Amenity Executive	This function provides the oversight of the planning, development, building and regulatory services activities.	\$456
Building Services	Building Services maintain standards of amenity, habitation and safety in buildings. The unit provides services including building inspections, enforcement of safety standards, advice and consultation on building regulations issues and issuing of building permits. Building Services also provides activity reports to the Building Commission and variations to regulatory citing requirements.	\$586
Planning and Design	This unit provides statutory, strategic, design and sustainability planning services to the city as well as monitoring and enforcement of planning legislation and permissions.	\$3,232
City Projects and Asset Improvement	The project delivery team performs a project management function with the primary purpose of delivering Council's Capital Works program associated with its roads, drains, facilities and open space.	\$1,943
Total PLACE		\$61,286

Strategic Objective 3: A healthy, liveable and sustainable city**Major Initiatives**

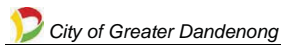
- 13) Prepare a draft Climate Change Strategy.
- 14) Undertake the major stormwater renewal projects program.
- 15) Deliver a Waste Education Program.
- 16) Graffiti Clean Up Day.

Initiatives

- 17) Undertake the annual Sustainability Festival and awards.
- 18) Implement year one of the Urban Tree Strategy 2018-23.

Service Performance Outcome Indicators

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

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Strategic Objective 4: A city planned for the future****Major Initiatives**

- 19) (\$400,000)* Afghan Bazaar cultural precinct stage 3B streetscape.
- 20) (\$1.00 million)* Walker Street streetscape stage two construction.
- 21) Phase two of the Revitalising Central Dandenong project.
- 22) Redevelopment of the Masonic Hall Art Gallery.
- 23) (\$1.50 million)* Dandenong Park Master Plan.
- 24) (\$18.53 million)* Deliver the first half of stage two of the Springvale Community Precinct project.

Initiatives

- 25) Draft revised Open Space Strategy.
- 26) Implementation of the Indian Cultural Precinct Framework.
- 27) (\$3.72 million)* Road resurfacing program.

* Capital expenditure.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory Planning	Decision making	Council planning decisions upheld at Victorian Civic and Administrative Tribunal (VCAT) (Percentage of planning application decisions subject to review by VCAT that were upheld in favour of Council)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**Theme : Opportunity****Strategic Objective 5: A diverse and growing economy**

As outlined in Council's long term strategy "Achieving Greater Dandenong's Potential - A Local Economic and Employment Development Strategy for our City": Greater Dandenong will be a place where people of all ages and backgrounds can reach their potential, gain the skills and education they need for success in life, and be part of a prosperous economy where all trade, manufacturing and business activity flourishes.

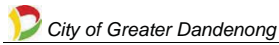
Strategic Objective 6: An open and effective Council

Council is committed to proactive engagement with residents to ensure that communication about all of council's services, planning activities and decisions are accessible to everyone. Community input into decision making is actively encouraged through a range of consultation opportunities throughout the year.

Services (operating budget)

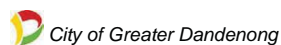
Service category	Description	Net cost \$'000
Office of the Chief Executive	The Office of the Chief Executive has overall responsibility for the operations of the organisation, and carriage of the Strategic Risk Register. Each member of the executive management team reports to the CEO.	\$639
Corporate Services Executive	Corporate Services is responsible for Council business, financial planning, budgets, rates, and the systems used to manage and administer the organisation. Another key role is to provide Councillor support and governance services for Council decision making and representation. Communications, community consultation and corporate planning are also coordinated by the directorate.	\$571
Media and Communications, Customer Service, Civic Facilities	<p>The Media and Communications unit is responsible for all media management, marketing and communications campaigns and activities, web management, print shop services, community engagement and corporate planning and reporting.</p> <p>The Customer Service unit is responsible for the corporate call centre and three face to face customer service centres.</p> <p>The Community and Civic Facilities unit manages a diverse range of facilities for use or hire by Council and the community.</p>	\$5,135
Governance	<p>Governance and Commercial Property is responsible for the overall governance of the organisation and the management of Council's commercial property portfolio.</p> <p>The unit is also responsible for the management, storage and disposal of corporate records to support business transactions and for evidentiary purposes.</p> <p>Also includes return from Dandenong Market.</p>	(\$2)

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



CITY OF GREATER DANDENONG 2018-19 BUDGET

Service category	Description	Net cost \$'000
Information Technology	The Information Technology unit is responsible for the provision of cost effective information and telecommunication solutions to staff and councillors.	\$4,392
People and Procurement Services	<p>People and Procurement Services is responsible for supporting the human resource capital within the organisation.</p> <p>This function also includes:</p> <ul style="list-style-type: none"> • Occupational health and safety • Purchasing and procurement systems • Industrial relations • Professional development • Payroll • Contract management system • Insurance and risk management • Continuous improvement. 	\$4,570
Greater Dandenong Business Executive	The Greater Dandenong Business Group centralises and consolidates the activities of the Economic Development, South East Business Networks and Activity Centre Revitalisation units, to progress the vision of the Economic Development Strategy for a thriving and resilient economy.	\$325
Economic Development	The Economic Development team markets the city as a business destination, facilitates business attraction, investment and employment creation, supports existing businesses and measures and monitors the local and regional economy to enhance the economic prosperity of the city. This area also promotes the city's cultural precincts and coordinates the cultural tours.	\$1,393
South East Business Networks (SEBN)	Through its unique and collaborative network models, SEBN brings people and companies together to protect the economic viability of the region by ensuring a stronger, more resilient and globally engaged business community. SEBN promotes the role of women in business and the development and integration of our diverse community into the workplace.	\$580
Activity Centres Revitalisation	The department leads and coordinates the revitalisation of the Dandenong, Springvale and Noble Park activity centres through the stewardship of property development, infrastructure planning, stakeholder engagement and place making.	\$944
Financial Services	Financial Services exists to enable Council to comply with statutory requirements, provide strategic financial direction, undertake essential business processes and support the organisation with financial assistance and advice. Property Revenue includes the administration of rates and valuation services.	\$2,375
Total OPPORTUNITY		\$20,922

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Strategic Objective 5: A diverse and growing economy****Major Initiatives**

- 28) (\$500,000 State Government grant funding over three years) Community Revitalisation Employment Project (incorporating One Percent initiative).
- 29) Real Estate and Developer annual forum.

Initiatives

- 30) 15 food and cultural tours.
- 31) Visitor attraction marketing program.
- 32) Eight events as part of a small business workshop series.
- 33) Five food events as part of the food manufacturer collaborative network.
- 34) Social Enterprise development program.
- 35) Stakeholder business magazine.

Strategic Objective 6: An open and effective Council**Major Initiatives**

- 36) Implementation of the Digital Strategy.
- 37) Development of a Revenue and Rating Strategy in alignment with the proposed new Local Government Act.
- 38) Development of a Workforce Management Plan.
- 39) Redevelopment of Council's intranet.

Initiatives

- 40) Community consultations.
- 41) Community Satisfaction Survey.
- 42) Review and update of the Community Engagement Framework.
- 43) Transparency Policy in line with the requirements of the new Local Government Act.
- 44) Preparation for the 2020 Council election.

Service Performance Outcome Indicators

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

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**3.1 Performance statement**

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2018-19 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 9) and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

3.2 Reconciliation with budgeted operating result

	2018-19 Net cost \$'000
People	19,543
Place	61,286
Opportunity	20,922
Total services and initiatives	101,751
Non-attributable expenditure	
Depreciation	29,945
Written down value of assets sold/scrapped	186
Borrowing costs	3,171
Other non attributable *	1,864
Total non-attributable expenditure	35,166
Deficit before funding sources	136,917
Funding sources	
Rates and charges	139,575
Victoria Grants Commission	11,415
Interest earnings	1,792
Asset sales	847
Contributions non-monetary	15,000
Contributions - monetary	2,398
Capital funding	1,256
Total funding sources	172,283
Surplus for the year	35,366

* Other non-attributable includes bank charges, external audit fees, annual leave and long service leave provisions and fire services levy payable on Council owned properties.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



4. Analysis of operating budget

This section of the Annual Budget analyses the expected revenues and expenses of the Council for the 2018-19 year.

4.1 Budgeted income statement

	Ref	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Operating				
Total income	4.2	205,365	214,966	9,601
Total expenses	4.3	(175,902)	(179,600)	(3,698)
Surplus for the year		29,463	35,366	5,903
Less non-operating income and expenditure				
Grants - capital non-recurrent	4.2.5	(3,563)	(1,256)	2,307
Contributions - non-monetary	4.2.7	(15,000)	(15,000)	-
Capital contributions - other sources	4.2.6	(2,915)	(2,398)	517
Adjusted underlying surplus (deficit)		7,985	16,712	8,727

4.1.1 Adjusted underlying result (\$8.73 million increase)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can mask the operating result.

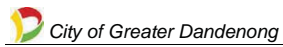
The adjusted result for the 2018-19 year is a surplus of \$16.71 million which is an increase of \$8.73 million from the 2017-18 Forecast. The increase is mostly attributable to the 2.25% increase in rate revenue and higher operating grant income resulting from the timing of Financial Assistance grant funding distributions (refer to section 4.2.4 for further details regarding operating grants). In calculating the underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

4.2 Income

Income types	Ref	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Rates and charges	4.2.1	132,702	139,575	6,873
Statutory fees and fines	4.2.2	8,021	7,950	(71)
User fees	4.2.3	8,831	9,628	797
Grants - operating	4.2.4	24,459	28,148	3,689
Grants - capital	4.2.5	4,911	1,256	(3,655)
Contributions - monetary	4.2.6	2,915	2,398	(517)
Contributions - non-monetary	4.2.7	15,000	15,000	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	4.2.8	(1,284)	661	1,945
Other income	4.2.9	9,810	10,350	540
Total income		205,365	214,966	9,601

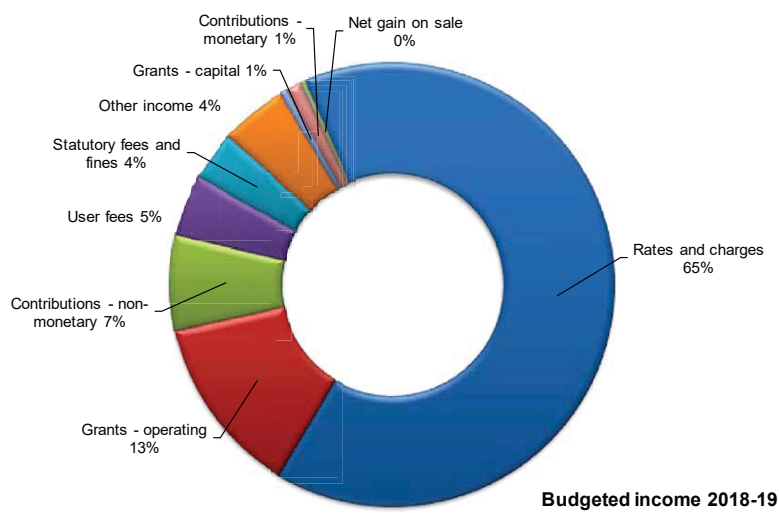
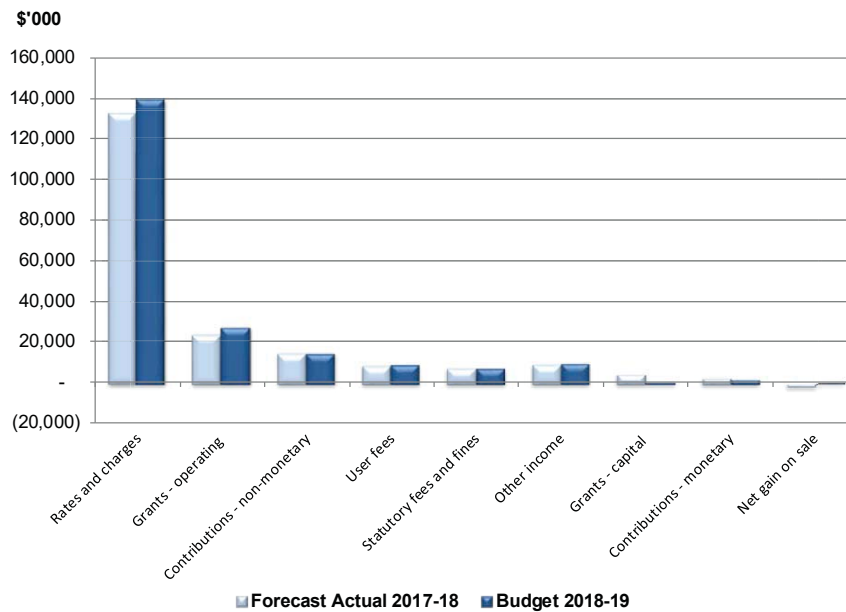
Source: **Appendix A - Financial Statements**

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

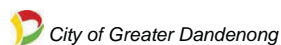


CITY OF GREATER DANDENONG 2018-19 BUDGET

Income



2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



4.2.1 Rates and charges (\$6.87 million increase)

Council's rate revenue of \$139.58 million is made up using the following assumptions:

- An average increase in rates across all property types of 2.25 per cent.
- Residential waste charge of \$378.00 per annum for the Option A standard service charge 120 litre bin (an increase of \$53.00 or 16.31 per cent). This 16.31 per cent increase is as a result of higher domestic recycling costs due to shifts in the global recycling markets which have been impacted by China's decision to restrict the import of recyclables. This has resulted in an additional \$1.89 million in costs to dispose of recyclables plus the loss of recycling income of \$665,000 (rebates). This totals an estimated \$2.55 million recovered via the waste charge, which is based on full cost recovery. The waste charge includes a fortnightly garden waste and recycling service, and an annual hard waste collection. These charges also include the landfill levy impost by the State Government of \$39.00 per household.
- \$1.00 million is estimated to be derived from supplementary rates (from new developments and improvements to existing properties).
- An estimated \$1.47 million is expected to be collected from the Keysborough Maintenance Levy at a rate of \$350 per household. These funds will be transferred to a reserve and fully expended on costs relating to this area.

The below table highlights the impacts of the rate increase on the average residential property in City of Greater Dandenong.

Residential rate in the dollar	Forecast 2017-18	Budget 2018-19	% Variance	\$ Variance
Median residential valuation in Greater Dandenong	\$ 503,200	\$ 630,000		
Residential rate in the dollar	0.0019254	0.0015667		
General rates	\$ 968.85	\$ 986.99	1.87%	\$ 18.15
Council waste charge (including State Government landfill levy) *	\$ 325.00	\$ 378.00	16.31%	\$ 53.00
Total rates and charges median residential property	\$ 1,293.85	\$ 1,364.99	5.50%	\$ 71.15

4.2.2 Statutory fees and fines (\$71,000 decrease)

A detailed schedule of fees and charges is contained in **Appendix E**. This schedule highlights the GST status of each fee category and whether the fee is determined by Council or is fixed by State Government legislation.

The table below shows the statutory fees and fines received by Council with the primary source from infringements and costs of \$4.25 million plus \$1.17 million in Infringement Court recoveries expected to be received. Parking infringements make up \$3.35 million of the infringements and costs in the 2018-19 Budget with the balance relating to other fines including local laws, litter, animal control, election fines and food and health. Building and town planning fees represent another major source of statutory fees (\$2.15 million). Refer to **Appendix E** - Fees and charges for further details.

Statutory fees and fines type	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Infringements and costs	4,382	4,252	(130)
Court recoveries	1,146	1,166	20
Building and town planning fees	2,153	2,153	-
Land information certificates	102	104	2
Permits	238	275	37
Total statutory fees and fines	8,021	7,950	(71)

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**4.2.3 User fees (\$797,000 increase)**

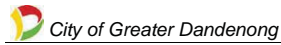
Council derives user fees from a number of sources including on-street parking, multi-deck car parks, aged care services, family day care, hire of Council halls, meeting rooms (Drum Theatre, The Castle) and community facilities (Dandenong Basketball Stadium, sportsgrounds).

User fees are projected to increase by \$797,000 in 2018-19 from the 2017-18 forecast due to a combination of higher fee income expected in aged and health services due to an anticipated upward trend in 2018-19 compared to the current year and increased parking fee income due to a 2.50% increase in the proposed fee amount.

A detailed schedule of fees and charges is contained in **Appendix E**.

User fees type	Forecast	Budget 2018-19 \$'000	Variance \$'000
	Actual 2017-18 \$'000		
Aged and health services	1,137	1,598	461
Child care/children's programs	1,092	1,083	(9)
Parking	3,464	3,702	238
Registration and other permits	1,649	1,663	14
Asset protection fees	320	378	58
Subdivision fees	598	616	18
Other fees and charges	571	588	17
Total user fees	8,831	9,628	797

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

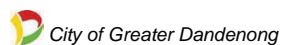


4.2.4 Grants - operating (\$3.69 million increase)

Operating grants include all monies received from State and Commonwealth sources, as well as some grants from other organisations, for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants are projected to increase by \$3.69 million compared to 2017-18 due mainly to the early distribution of Financial Assistance grant funding in 2016-17 resulting in only 50% being included in the 2017-18 Forecast. A full year's allocation (100%) of Financial Assistance grant funding is included in the 2018-19 Budget (further details regarding grant category movements are provided on the following page).

Operating grants are listed below by type and source, classified into recurrent and non-recurrent.

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Operating grants			
Recurrent			
Commonwealth Government			
Victoria Grants Commission	6,018	11,415	5,397
Family Day Care	3,272	3,241	(31)
Home and community care	5,310	6,416	1,106
Community health	17	17	-
State Government			
Home and community care	2,490	1,670	(820)
Maternal and child health	1,828	1,836	8
Family and children	1,789	1,558	(231)
Libraries	996	984	(12)
School crossings	306	306	-
Community health	172	229	57
Emergency management	40	40	-
Total recurrent operating grants	22,238	27,712	5,474
Non recurrent			
Commonwealth Government			
Family and children	434	-	(434)
Home and community care	63	-	(63)
Community health	64	16	(48)
Libraries	110	-	(110)
State Government			
Community health	231	85	(146)
Environment	220	144	(76)
Arts and culture	150	-	(150)
Education and employment	425	161	(264)
Family and children	498	-	(498)
Home and community care	13	-	(13)
Sports and recreation	3	30	27
Other			
Education and employment	10	-	(10)
Total non-recurrent operating grants	2,221	436	(1,785)
Total operating grants	24,459	28,148	3,689

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)*Recurrent operating grants*

Total recurrent operating grants are estimated to increase by \$5.47 million compared to the 2017-18 forecast mainly due to:

- The early distribution of 50% of Council's 2017-18 Financial Assistance grant funding allocation in June 2017 (2016-17), resulting in only 50% being included in the 2017-18 Forecast. \$11.42 million or 100% of the estimated 2018-19 Financial Assistance grant funding allocation has been included in the 2018-19 Budget. Excluding the effect of the timing of Financial Assistance grants, the movement in operating grant income is actually a \$1.73 million decrease (5.80 per cent) due primarily to the decrease in non-recurrent operating grants detailed below. The amount included in the 2018-19 Budget for Financial Assistance grant funding is based on the actual 2017-18 Financial Assistance grant funding received with a conservative increase of 1.50 per cent. This grant is a general purpose grant that is not tied to specific programs, and includes a component for roads maintenance.
- A net increase of \$286,000 in Home and Community Care (HACC) grant funding (3.67 per cent) from both Commonwealth and State Governments, due mainly to a reduction in the HACC grant income included in the 2017-18 Forecast, based on the target levels expected to be achieved in the 2017-18 financial year.

Partly offset by:

- Lower grant funding expected for the Family and Children programs (\$231,000 decrease) mainly in relation to additional grant funding received for the Child First program in 2017-18, not expected to continue in 2018-19.

Non-recurrent operating grants

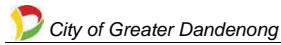
The reduction in non-recurrent operating grant funding of \$1.79 million is due mainly to grant funded programs that will either:

Conclude in 2017-18:

- Right @ Home - \$427,000
- New Directions – Mothers and Babies - \$318,000
- Creative Suburbs - \$150,000
- Dads in Dandenong - \$116,000
- Let's Read - \$110,000
- Neighbourhood House - \$72,000

Conclude in 2018-19 with a reduction in grant funding from the 2017-18 Forecast:

- Community Revitalisation - \$110,000
- Career Education - \$60,000
- Kitchen Challenge - \$45,000

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**4.2.5 Grants - capital (\$3.66 million decrease)**

Capital grants include all monies received from State, Commonwealth and community sources for the purposes of funding the capital works program. Overall, the level of capital grants has decreased by \$3.66 million compared to 2017-18. Section 5 "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2018-19 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Capital grants			
Recurrent			
Commonwealth Government			
Roads to Recovery *	1,348	-	(1,348)
Total recurrent capital grants	1,348	-	(1,348)
Non-recurrent			
Commonwealth Government			
Sports and recreation	1,768	243	(1,525)
Public safety	422	-	(422)
State Government			
Roads	526	400	(126)
Sport and recreation facilities	100	613	513
Family and children	747	-	(747)
Total non-recurrent capital grants	3,563	1,256	(2,307)
Total capital grants	4,911	1,256	(3,655)

* Note re Roads to Recovery - In the 2016-17 Federal Budget, the Australian Government took a decision to provide an additional \$50 million on an ongoing basis to the Roads to Recovery (R2R) Program from 2019-20. Council has received its full entitlement under the existing R2R program, therefore, no R2R funding is expected in 2018-19.

The capital grants forecast in 2018-19 include:

- \$513,000 Springvale Community Precinct – partly funded by State Government grant funding as part of the 2018-19 Community Sports Infrastructure Fund.
- \$400,000 Local Area Traffic Management (LATM) program – partly funded by State Government grant as part of the Safe Travel in Local Streets program.
- \$243,257 Tatterson Park – final instalment of Commonwealth Government grant funding (relates to prior year project expenditure).
- \$100,000 Robert Booth Reserve – Floodlighting funded by State Government grant funding through the Community Sports Infrastructure Fund.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**4.2.6 Contributions - monetary (\$517,000 decrease)**

Depending on the amount of development activity in progress, Council receives contributions from developers. These represent funds to enable Council to improve the necessary integrated infrastructure for new developments. They are for very specific purposes and often require Council to outlay funds for infrastructure works some time before the receipt of these contributions. These contributions are statutory contributions and are transferred to reserves until utilised for a complying purpose through the capital works program. The 2018-19 Budget estimates that the level of open space contributions will be around \$2.00 million.

4.2.7 Contributions - non-monetary (No movement)

These contributions (non-cash) primarily relate to the Development Contribution Plan's in Dandenong South and Keysborough, and will be in the form of infrastructure assets (gifted assets). Non-monetary assets are difficult to budget and cannot be accurately predicted. This is a non-cash accounting entry.

4.2.8 Net gain on disposal of property, infrastructure, plant and equipment (\$1.95 million increase)

Net gain/(loss) on the disposal of property, infrastructure, plant and equipment assets represents the net sale proceeds after deducting the written down value (WDV) of the assets being sold. The 2018-19 Budget represents the net gain on sale of Council's program of fleet replacement: \$847,000 proceeds less \$186,000 WDV, resulting in \$661,000 net gain on sale. The 2017-18 Forecast is a net loss result due to assets written off in 2017-18 for various reasons such as the demolition of buildings and the change in ownership from Council of a land site.

4.2.9 Other income (\$540,000 increase)

The major sources of other income include:

- Interest income on investments.
- Drum Theatre recoveries and other income.
- Sale of revaluation data to the State Revenue Office (SRO) which will cease from 2017-18 under the new centralised annual valuation process.
- Asset protection reinstatements.
- Supplementary valuation recoveries from South East Water.

The increase in other income of \$540,000 in 2018-19 compared to the 2017-18 forecast is due to a number of factors:

Favourable

- Higher recovery income (\$2.24 million) in relation to works required at Spring Valley Landfill to comply with the Pollution Abatement Notice (PAN) issued by the Environment Protection Authority (EPA). This increase in costs is offset by higher recovery income from partner councils (80.12 per cent is recovered) and a transfer from reserves for Council's share.
- Higher rental income of \$315,000 due mainly to the Dandenong Civic Centre and Dandenong Market net return to Council.

Unfavourable

- Interest income is anticipated to return to normal expectations of \$1.8 million annually in 2018-19. The higher 2017-18 Forecast is due mainly to higher opening cash balances at the start of the 2017-18 financial year, resulting from the timing and delay of operating and capital cash outflows in 2016-17.
- Lower general revaluation recovery income due to the new centralised annual valuations process (\$370,000) matched by lower associated expenditure.
- One off recoveries in 2017-18 relating to prior year WorkCover premium (\$305,000), contract defects (\$98,000).
- Loss of recyclables recovery income (\$100,000 included in the 2017-18 Forecast).
- One off contribution from VicRoads to landscape a median strip in 2017-18 (\$150,000).
- A one year taskforce investigating cladding of buildings in 2017-18 – costs were recovered from the State Government (\$96,000).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

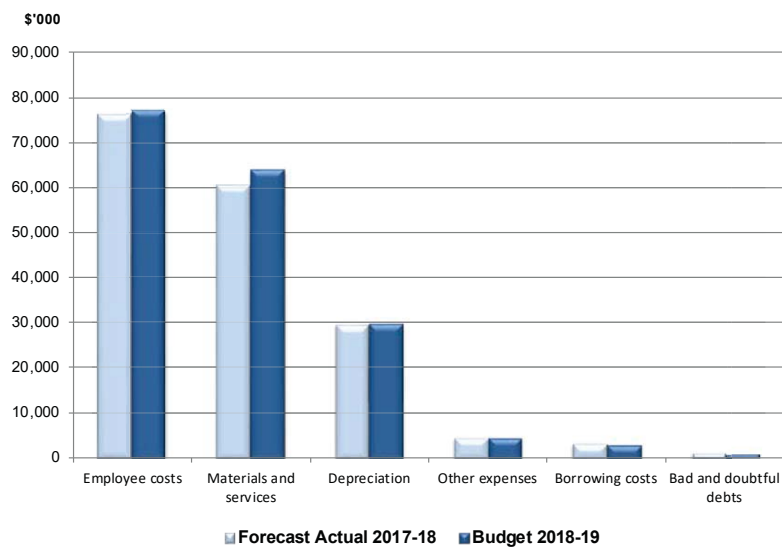


4.3 Operating expenditure

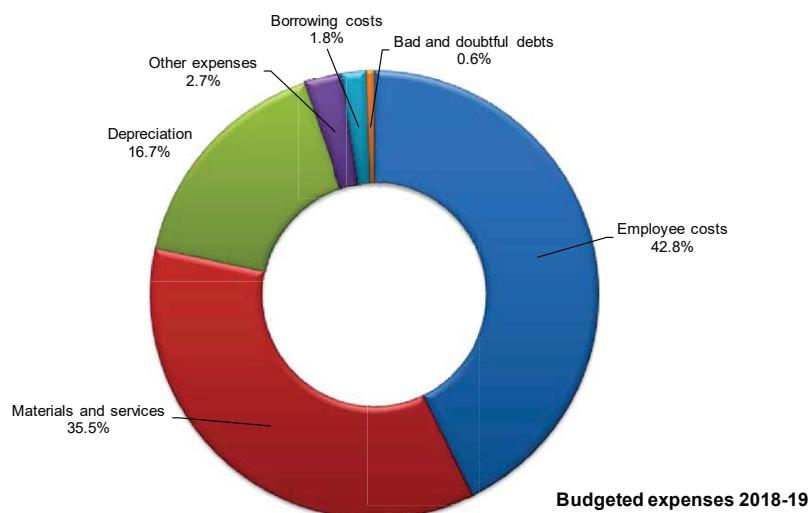
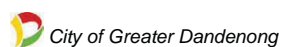
Expenses type	Ref	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Employee costs	4.3.1	76,139	76,894	755
Materials and services	4.3.2	60,474	63,726	3,252
Bad and doubtful debts	4.3.3	1,254	1,097	(157)
Depreciation	4.3.4	29,758	29,945	187
Borrowing costs	4.3.5	3,419	3,171	(248)
Other expenses	4.3.6	4,858	4,767	(91)
Total expenses		175,902	179,600	3,698

Source: **Appendix A** Financial Statements

Expenses



2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



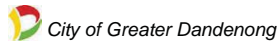
4.3.1 Employee costs (\$755,000 increase)

Employee costs include salaries and Council's statutory obligations in providing WorkCover insurance, employer superannuation, leave entitlements including leave loading and long service leave as well as staff development and training costs. These costs are largely driven by Council's Enterprise Bargaining Agreement (EBA). The Enterprise Agreement 2015 expires on 30 June 2018. The assumed EBA increase for 2018-19 is 2.25 per cent in line with the rate cap/CPI. Annual award increases for banded staff also contribute to an increase in employee costs. Increase in resources in relation to areas where Council annually inherits new service requirements such as areas of parklands handed from developers has also been provided for. The compulsory Superannuation Guarantee Scheme rate is expected to remain at 9.50 per cent in 2018-19.

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

Directorate	Budget 2018-19 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part time \$'000
Chief Executive	531	531	-
City Planning, Design and Amenity	11,493	10,214	1,279
Community Services	29,885	15,664	14,221
Corporate Services	11,662	8,775	2,887
Engineering Services	15,920	15,776	144
Greater Dandenong Business	2,120	1,811	309
Total permanent staff expenditure	71,611	52,771	18,840
Casuals and other expenditure	5,283		
Total employee cost expenditure	76,894		

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



A summary of the number of full time equivalent (FTE) Council staff in relation to the employee cost expenditure in 2018-19 is included below.

Directorate	Budget 2018-19 FTE	Comprises	
		Permanent Full time	Permanent Part time
		FTE	FTE
Chief Executive	2.0	2.0	-
City Planning, Design and Amenity	109.8	93.0	16.8
Community Services	304.9	148.5	156.4
Corporate Services	108.2	77.0	31.2
Engineering Services	156.7	155.0	1.7
Greater Dandenong Business	15.8	13.4	2.4
Total permanent staff expenditure	697.4	488.9	208.5
Casuals and other expenditure	13.5		
Total employee cost expenditure	710.9		

4.3.2 Materials and services (\$3.25 million increase)

Materials and services represents the materials and consumables required for maintenance and repair of Council buildings, roads, drains, footpaths, playground equipment and occupancy costs including utilities. Other costs included are a range of expert services to assist in systems related advice and support, audit services, debt collection, and legal services. It also includes the cost of materials used in providing home based community care and food services to the elderly people.

The majority of materials and services costs were increased by the forecast CPI (2.25 per cent) in the 2018-19 Budget, except for contract costs which are based on prevailing contract conditions, electricity and gas costs (40 per cent) and water (5 per cent).

Materials and Services	Forecast	Budget 2018-19 \$'000	Variance \$'000
	Actual 2017-18 \$'000		
Contract payments	37,221	42,375	5,154
Materials and services	5,700	5,464	(236)
Office administration	4,623	4,285	(338)
Consultants and professional services	5,363	3,457	(1,906)
Utilities	4,057	4,478	421
Information technology	2,615	2,701	86
Insurance	895	966	71
Total	60,474	63,726	3,252

Overall, there is an increase in the materials and services category of \$3.25 million as a result of:

- Contract payments (increase of \$5.15 million)
 - Increase of \$2.82 million due to works required at Spring Valley Landfill to comply with the Pollution Abatement Notice (PAN) issued by the Environment Protection Authority (EPA). This increase in contract payment costs is offset by higher recovery income from partner councils (80.12 per cent is recovered) and a transfer from reserves for Council's share.
 - An increase of \$1.29 million in domestic recycling costs due to shifts in the global recycling markets which have been impacted by China's decision to restrict the import of recyclables. This has resulted in an additional \$1.89 million in costs to dispose of recyclables plus the loss of recycling income of \$665,000 (rebates). This totals an estimated \$2.55 million recovered via the waste charge, which is based on full cost recovery. It is estimated that \$702,000 in additional recycling costs will be required in the 2017-18 Forecast. The State Government has announced a support package to assist councils, however the amount was not known at the time of developing the 2018-19 Budget.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong

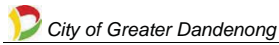
- Higher contract costs in relation to hard waste collection (\$223,000) recovered via the waste charge and park services due to increased service requirements of new sites (\$207,000).
- Utilities (increase of \$421,000)
 - Mainly due to higher estimated electricity and street lighting costs (\$372,000) due to the requirement to tender a new contract in 2018-19. Market expectations indicate a significant increase and is linked to predicted movements since inception of Council's current electricity contract.

Partly offset by the following favourable variances:

- Consultants and professional services (decrease of \$1.91 million)
 - Lower consultants of \$960,000 due to a number of factors including:
 - A one off project in 2017-18 in Home and Community Care (HACC) relating to a requirement by the State Government to develop a plan for the National Disability Insurance Scheme (NDIS) in lieu of returning 2016-17 HACC grant funding where targets were not met (\$300,000). This was funded by a transfer from the General Reserve – Aged Care.
 - A reduction in consultant costs (\$240,000) relating to the Team 11 project, which are partly recovered by partner councils.
 - Lower consultants in Strategic Design and Sustainability Planning (\$106,000) due mainly to a reduction in the number of Master Plans being developed.
 - A one off project in 2017-18 in Leisure Centres relating to the Dandenong Oasis feasibility study (\$100,000).
 - Lower professional services (\$844,000) due to grant funded programs in Community Services that are either due to cease at 30 June 2018 or that have reduced service delivery requirements in 2018-19. Examples include Child First, Community Hub Early Years, New Directions – Mothers and Babies, Drug Strategy and Dads in Dandenong.
- Office administration (decrease of \$338,000)
 - Lower event costs (\$230,000) due to a non-recurrent grant funded program 'Creative Suburbs' occurring in 2017-18.
 - Higher community education expenditure in 2017-18 (\$78,000) mainly in Waste Services due to the outsourcing of education requirements to an external provider in lieu of using an internal resource (offset by salary savings).
- Materials and services (decrease of \$236,000)
 - Lower maintenance and repair costs (\$320,000) due to the finalisation of significant pool tiling repair works at the Noble Park Aquatic Centre in 2017-18.

4.3.3 Bad and doubtful debts (\$157,000 decrease)

Bad and doubtful debts are expected to decrease compared to the 2017-18 forecast and primarily relates to parking fines forwarded to the Infringements Court (formerly PERIN Court) for collection and a consequent reduction in collection rates. The 2017-18 Forecast has also provided for unpaid amounts relating to Council's recycling contracts (rebates).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**4.3.4 Depreciation (\$187,000 increase)**

Depreciation measures the allocation of the value of an asset over its useful life for Council's property, plant and equipment, including infrastructure assets such as roads and drains, from delivering services to the community. The minor increase of \$187,000 for 2018-19 is based on a revised estimate considering a number of factors including the current property, infrastructure, plant and equipment balances in the asset register and the anticipated impact of the capital works program.

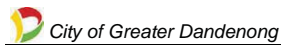
4.3.5. Borrowing costs (\$248,000 decrease)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. Interest expense is budgeted to decrease by \$248,000 compared to 2017-18 due to repayment of principal in accordance with loan agreements. The new borrowings of \$10 million to fund works at Springvale Community Precinct, are intended to be drawn down in June 2019, therefore, interest on the new borrowings will be minimal in 2018-19.

4.3.6 Other expenses (\$91,000 decrease)

This expenditure category includes other expenses such as lease rentals, audit costs, accommodation costs, councillor allowances and Council election costs. The community grants program which funds diverse community groups towards promoting sporting, religious, cultural and leisure activities within the city is also provided for under this category. Costs associated with the Fire Services Property Levy on Council owned properties are also included in this category.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



5. Analysis of capital budget

5.1 Capital works expenditure

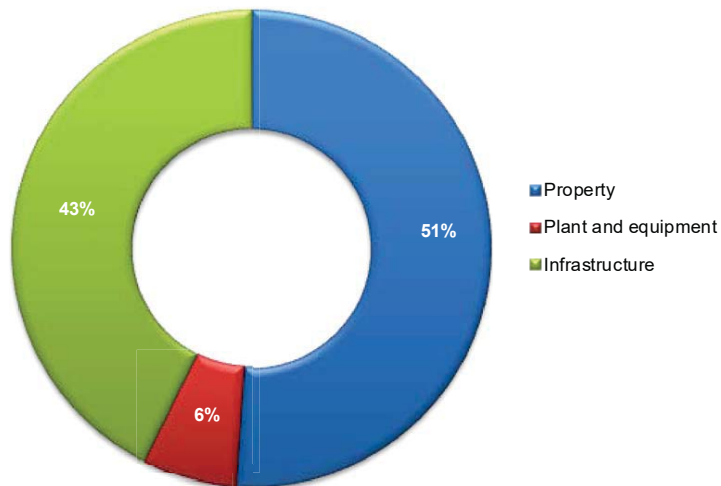
This section of the report analyses the planned capital expenditure budget for the 2018-19 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in **Appendix C**.

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Property			
Land	375	3,000	2,625
Total land	375	3,000	2,625
Buildings	25,852	27,446	1,594
Leasehold improvements	80	100	20
Total buildings	25,932	27,546	1,614
Total property	26,307	30,546	4,239
Plant and equipment			
Plant, machinery and equipment	2,577	2,378	(199)
Fixtures, fittings and furniture	45	152	107
Computers and telecommunications	184	130	(54)
Library books	1,161	1,161	-
Total plant and equipment	3,967	3,821	(146)
Infrastructure			
Roads	10,473	7,793	(2,680)
Bridges	-	687	687
Footpaths and cycleways	1,945	1,795	(150)
Drainage	2,220	3,245	1,025
Recreational, leisure and community facilities	3,320	2,226	(1,094)
Parks, open space and streetscapes	10,201	8,712	(1,489)
Off street car parks	2,888	1,087	(1,801)
Total infrastructure	31,047	25,545	(5,502)
Total capital works expenditure	61,321	59,912	(1,409)
Represented by:			
New asset expenditure	23,359	27,811	4,452
Asset renewal expenditure	22,266	21,301	(965)
Asset upgrade expenditure	15,696	10,800	(4,896)
Asset expansion expenditure	-	-	-
Total capital works expenditure	61,321	59,912	(1,409)

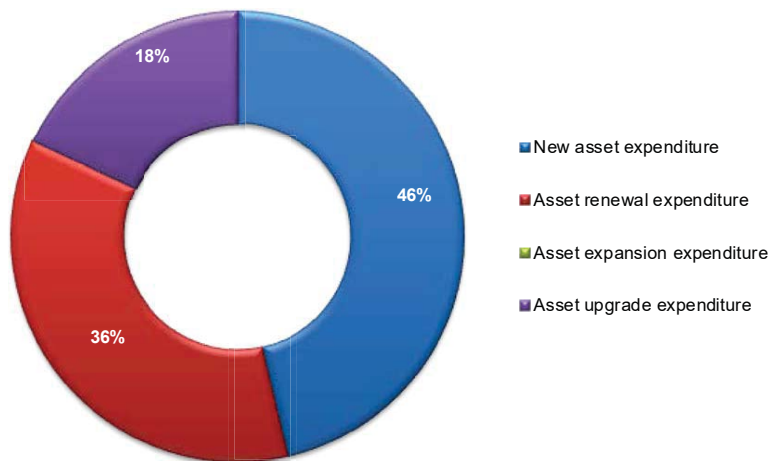
2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Budgeted capital works 2018-19 (by asset category)



Budgeted capital works 2018-19 (by asset expenditure type)



Source: **Appendix A**. A more detailed listing of the capital works program is included in **Appendix C**.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**5.1.1. Property - \$30.55 million**

The property class comprises land acquisitions, building and building improvements including community facilities, sports facilities and pavilions.

For the 2018-19 year, \$30.55 million will be expended on property. The more significant projects include:

- \$18.53 million Springvale Community Precinct – stage two construction of the Library/Community Hub (*part funded from new borrowings of \$10 million, a \$5 million transfer from reserves being the remaining View Road asset sale proceeds which were transferred to the Major Projects Reserve in 2017-18 and State Government grant funding of \$513,000*).
- \$4.00 million Keysborough South Community Hub – land purchase (stage 1) (*funded by a transfer from the Major Projects Reserve*) and building design.
- \$2.53 million Building renewal program.
- \$2.00 million Thomas P Carroll Reserve Crowe Pavilion – construction / refurbishment.
- \$511,000 Building Energy Efficiency Program.
- \$500,000 Dandenong Market – various projects including back of house upgrade (stage three), provision of services (stage three) and digital CCTV.
- \$403,000 The Drum Theatre – various projects including motorise lighting bars, auditorium chairs and design lighting upgrades.

5.1.2 Plant and equipment - \$3.82 million

The plant and equipment category includes the ongoing replacement program of Council's heavy plant (trucks, sweepers, etc.) and motor vehicle fleet (\$2.26 million). It also includes expenditure on computer and telecommunications of \$130,000, fixtures, fittings and furniture of \$152,000 and library resources of \$1.16 million.

5.1.3 Infrastructure - \$25.54 million

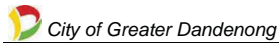
Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes and off street car parks.

The majority of expenditure in this category is critical in terms of meeting Council's asset renewal challenge and ensuring a high level of amenity to the residents of City of Greater Dandenong.

Significant projects in 2018-19 include:

Roads, bridges, drainage, footpaths and cycleways, off street car parks

- \$3.72 million Road re-surfacing / rehabilitation program.
- \$2.31 million Drainage capital program.
- \$1.85 million Local road design, upgrade and reconstruction program.
- \$1.75 million Footpath and kerb and channel renewal programs.
- \$1.00 million Tatterson Park – Master Plan implementation (stage two) – off street car park (*partly funded by Commonwealth Government staged grant funding (final instalment of \$243,000) which relates to prior year expenditure of the Tatterson Park project*).
- \$859,000 DCP – Perry Road South – upgrade design (*funded by transfer from Council's DCP Reserve*).
- \$850,000 Local Area Traffic Management (LATM) implementation program (*partly funded by a State Government grant of \$400,000 as part of the Safe Travel in Local Streets program*).
- \$400,000 Major Drainage Renewal – Princes Highway and Eltona Road (stage two).
- \$398,000 DCP – Lyndhurst B1 Bridge (*funded by a contribution from developer contribution plan levies*).

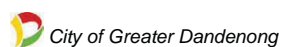
2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)*Recreational, leisure and community facilities*

- \$500,000 Greaves Reserve – Tennis Court resurfacing.
- \$430,000 Playground upgrade and renewal program.
- \$220,000 George Andrews Reserve – TRY Build Container opposite grandstand (design and construct).
- \$200,000 Springvale Activity Centre – Laneway Project – Canopy Implementation.
- \$200,000 Tatterson Park – Stage 1A Implementation, playground upgrade.

Parks, open space and streetscapes

- \$2.15 million Springvale Road Boulevard Project - design (stage three) and implementation (stage two).
- \$1.50 million Dandenong Park Master Plan implementation (stage three) *(partly funded by a reserve transfer of \$100,000 from the Open Space – planning, development and improvements reserve)*.
- \$1.00 million Walker Street Streetscape upgrade (stage two) *(fully funded by a reserve transfer from the Dandenong Activity Precinct – Parking and Development Reserve)*.
- \$815,000 Robert Booth Reserve - Floodlighting *(partly funded by State Government grant funding of \$100,000)*.
- \$400,000 Afghan Bazaar – Streetscape enhancement (stage four).
- \$300,000 Douglas Street, Noble Park – Streetscape upgrade (Leonard Avenue precinct).
- \$230,000 Decorative public lighting renewal program.
- \$221,000 Sporting ground sub surface drainage at Alex Nelson and Robert Booth reserves.
- \$210,000 Park renewal program.
- \$200,000 Brady Road shopping precinct – CCTV.
- \$200,000 Active fencing renewal program.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



5.2 Capital works funding sources

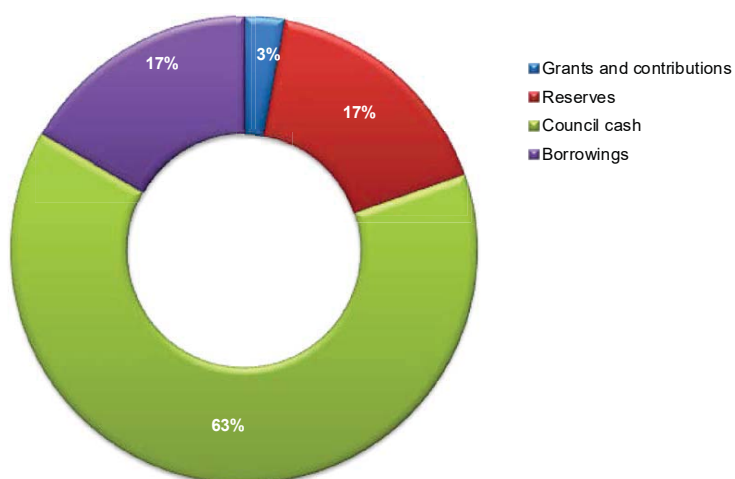
Council's capital expenditure program for 2018-19 will be funded as follows:

Sources of funding	Ref	Forecast	Budget	Variance
		Actual	2018-19	
		2017-18	2018-19	
		\$'000	\$'000	\$'000
External				
Capital grants	5.2.1	4,911	1,256	(3,655)
Capital contributions	5.2.1	-	398	398
Borrowings	5.2.2	-	10,000	10,000
Total external		4,911	11,654	6,743
Internal				
Transfer from reserves	5.2.2	8,452	10,159	1,707
Council cash	5.2.3	47,958	38,099	(9,859)
Total internal		56,410	48,258	(8,152)
Total capital works		61,321	59,912	(1,409)

Notes:

Council cash: The 2017-18 Forecast Actual Council contribution from rates includes carry overs from the 2016-17 year. Council's contribution from rates in the 2017-18 Adopted Budget was \$34.33 million. This contribution has grown to \$38.10 million in 2018-19, which represents an increase of \$3.77 million or 10.98 per cent.

A detailed listing of all projects that comprise the above totals of expenditure for the various asset groupings is included as **Appendix C**. Whilst the total expenditure is noteworthy, the table above highlights the source of funds for the various total expenditure amounts. It highlights that funding from rate revenue for capital expenditure in 2018-19 is estimated at \$38.10 million.

Budgeted total funding sources 2018-19

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**5.2.1 Capital grants and contributions (non-recurrent) – (\$1.65 million)**

Capital grants and contributions funding includes:

- \$513,000 Springvale Community Precinct – partly funded by State Government grant funding as part of the 2018-19 Community Sports Infrastructure Fund.
- \$400,000 Local Area Traffic Management (LATM) program – partly funded by State Government grant funding as part of the Safe Travel in Local Streets program.
- \$397,535 DCP – Lyndhurst B1 Bridge – funded by contribution income from developer contribution plan levies.
- \$243,257 Tatterson Park – final instalment of Commonwealth Government grant funding (relates to prior year project expenditure).
- \$100,000 Robert Booth Reserve – Floodlighting funded by State Government grant funding through the Community Sports Infrastructure Fund.

5.2.2. Reserve funds (\$10.16 million)

The transfer from reserves of \$10.16 million comprises:

- Major projects reserve funds of \$8.00 million for:
 - \$5.00 million – Springvale Community Precinct (stage two construction) – Library / Community Hub.
 - \$3.00 million – Keysborough South Community Hub – land purchase.
- Dandenong Activity Centre parking and development reserve funds of \$1.00 million for:
 - \$1.00 million – Walker Street streetscape upgrade (stage two).
- DCP reserve funds of \$858,751 for:
 - \$858,751 – DCP Perry Road South upgrade design.
- Open space reserve funds of \$300,000 for:
 - \$200,000 – Tatterson Park – Stage 1A implementation playground upgrade.
 - \$100,000 – Dandenong Park Master Plan implementation (stage three).

5.2.3. Rate funding applied to capital works

The 2018-19 Budget provides for \$38.10 million of works funded by Council rates.

The 2017-18 forecast actual Council contribution from rates includes carry overs from the 2016-17 year. Council's contribution from rates in the 2017-18 Adopted Budget was \$34.33 million. This contribution has grown to \$38.10 million in 2018-19, which represents an increase of \$3.77 million or 10.98 per cent.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



6. Analysis of budgeted cash position

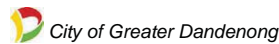
This section analyses the expected cash flows from the operating, investing and financing activities of Council. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing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

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

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

6.1 Budgeted Cash Flow Statement (inclusive of GST)

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Ref	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities			
Rates and charges	132,702	139,183	6,481
Statutory fees and fines	6,680	6,594	(86)
User fees	12,230	10,448	(1,782)
Grants - operating	26,303	29,821	3,518
Grants - capital	4,911	1,256	(3,655)
Contributions - monetary	2,915	2,398	(517)
Interest received	2,400	1,787	(613)
Trust funds and deposits taken	30,000	30,500	500
Other receipts	8,224	9,499	1,275
Net GST refund	9,124	9,264	140
Employee costs	(75,807)	(76,179)	(372)
Materials and services	(72,339)	(74,719)	(2,380)
Trust funds and deposits repaid	(30,000)	(30,000)	-
Other payments	(5,344)	(5,244)	100
Net cash provided by operating activities	6.1.1	51,999	54,608
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	(61,321)	(59,912)	1,409
Proceeds from sale of property, infrastructure, plant and equipment	733	847	114
Net cash used in investing activities	6.1.2	(60,588)	(59,065)
Cash flows from financing activities			
Finance costs	(3,419)	(3,171)	248
Proceeds from borrowings	-	10,000	10,000
Repayment of borrowings	(3,086)	(3,301)	(215)
Repayment of other interest-bearing - land acquisition	(1,255)	-	1,255
Net cash provided by (used in) financing activities	6.1.3	(7,760)	3,528
Net increase (decrease) in cash and cash equivalents			15,420
Cash and cash equivalents at beginning of financial year			(16,349)
Cash and cash equivalents at end of financial year	6.1.4	108,955	108,026

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**6.1.1 Cash flows from operating activities (increase of \$2.61 million)**

Council is estimating to generate a net cash surplus of \$54.61 million from its operations in 2018-19, an increase of \$2.61 million compared to the 2017-18 forecast. The increase is mainly due to higher expected cash inflows relating to rate revenue consistent with the 2.25 per cent rate cap (\$6.48 million) and operating grant income (\$3.52 million) primarily due to the timing of Financial Assistance grant funding (refer to section 4.2.4 for further details). This increase is partly offset by lower capital grants (\$3.66 million) and higher materials and services payments (\$2.38 million). It is noted that GST on capital expenditure is also included in this item.

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

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Surplus for the year	29,463	35,366	5,903
Depreciation	29,758	29,945	187
(Gain)/loss on sale of assets	1,284	(661)	(1,945)
Contributions non-monetary	(15,000)	(15,000)	-
Borrowing costs	3,419	3,171	(248)
Net movement in other assets and liabilities	3,075	1,787	(1,288)
Cash flows available from operating activities	51,999	54,608	2,609

6.1.2 Cash flows used in investing activities (\$1.52 million decrease)

Investing activities comprise cash inflows from sale of assets and outflows from expenditure on purchasing and constructing assets (capital works).

Council will have a net outflow from investing activities of \$59.07 million, made up of cash outflows from investment in capital works of \$59.91 million. No major asset sales are forecast in 2018-19.

6.1.3 Cash flows from/(used in) financing activities (\$11.29 million increase)

Financing activities relate to cash inflows from any new borrowings and outflows from repayments of loan principal and interest.

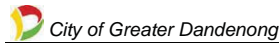
The increase in cash flows from financing activities is mainly due to the intention to draw down on \$10 million in new borrowings in June 2019 for a term of 10 years to fund works at Springvale Community Precinct, partly offset by loan principal repayments on existing borrowings (\$3.30 million) and financing costs (interest paid) (\$3.17 million).

Repayment of other interest-bearing liabilities in the 2017-18 Forecast relates to a land acquisition agreement with VicTrack which concludes in 2017-18. This amount is funded from reserves.

6.1.4 Cash and cash equivalents at the end of the year (\$929,000 decrease)

Council is projected to have cash and cash equivalents of \$108.03 million at 30 June 2019. This balance includes cash that is "restricted" from being applied for the general operations of Council.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



6.2 Unrestricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement at section 6.1 indicates that Council is estimating at 30 June 2019 it will have cash and investments of \$108.03 million, which has been restricted as follows:

Statutory reserves (\$14.99 million)

These funds comprise open space contributions. They must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. Whilst these funds earn interest revenues for Council, they are not available for other purposes.

Discretionary reserves (\$40.14 million)

Discretionary reserves are funds set aside by Council for a specific purpose but are not protected by statute. The 2018-19 forecast balance comprises:

- \$18.01 million – Major projects reserve holding proceeds from asset sales
- \$12.87 million - Developer Contribution Plans – Council funded works reserve
- \$4.90 million - Local Government Funding Vehicle (sinking fund)
- \$1.48 million – General reserve (aged care)
- \$1.38 million - Keysborough maintenance levy reserve
- \$771,000 – Self-insurance reserve
- \$337,000 – Spring Valley Landfill reserve
- \$371,000 - Native revegetation funds
- \$20,000 – Springvale Activity Precinct parking and development reserve

Employee entitlements (\$18.07 million)

Includes amounts required to meet Council's long service leave, annual leave and rostered day off liabilities.

Trust funds and deposits (\$35.87 million)

Represent monies held in trust to be refunded and mainly constitute developer monies relating to the two major Developer Contribution Plans which are refunded upon the completion of capital works.

6.2 Reserve fund balances

The table below highlights Council's reserve funds and the projected balance at 30 June 2019.

Reserve	Opening balance 2018-19 \$'000	Transfer to reserves \$'000	Transfer from reserves \$'000	Closing balance 2018-19 \$'000
Major projects reserve	21,857	4,153	8,000	18,010
Open space reserve - planning, developments and improvements	7,290	2,000	300	8,990
Open space reserve - acquisitions	6,000	-	-	6,000
Development Contribution Plan - Council funded	12,728	1,000	859	12,869
Keysborough Maintenance Levy	1,307	1,470	1,400	1,377
Local Government Funding Vehicle reserve	4,900	-	-	4,900
Self insurance	853	-	82	771
Spring Valley landfill reserve	965	-	628	337
Springvale Activity Precinct parking and development	90	-	70	20
Dandenong Activity Precinct parking and development	-	1,000	1,000	-
General reserve (aged care)	1,480	-	-	1,480
Native revegetation reserves	371	-	-	371
Total reserves	57,841	9,623	12,339	55,125

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



7. Analysis of budgeted financial position

7.1 Budgeted balance sheet

This section of the Annual Budget report analyses the movements in assets, liabilities and equity between the 2017-18 Forecast and the 2018-19 Budget.

	Ref	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Assets				
Current assets	7.1.1			
Cash and cash equivalents		108,955	108,026	(929)
Trade and other receivables		17,724	18,498	774
Other assets		2,151	2,194	43
Total current assets		128,830	128,718	(112)
Non-current assets	7.1.2			
Trade and other receivables		334	334	-
Property, infrastructure, plant and equipment		2,200,357	2,245,138	44,781
Investment property		10,305	10,305	-
Other financial assets		230	230	-
Total non-current assets		2,211,226	2,256,007	44,781
Total assets		2,340,056	2,384,725	44,669
Liabilities				
Current liabilities	7.1.3			
Trade and other payables		18,269	19,658	(1,389)
Trust funds and deposits		34,268	34,768	(500)
Provisions		16,718	17,414	(696)
Other interest-bearing liabilities - land acquisition		-	-	-
Interest-bearing loans and borrowings		3,301	8,496	(5,195)
Total current liabilities		72,556	80,336	(7,780)
Non-current liabilities	7.1.4			
Trust funds and deposits		1,103	1,103	-
Provisions		638	657	(19)
Interest-bearing loans and borrowings		48,525	50,029	(1,504)
Total non-current liabilities		50,266	51,789	(1,523)
Total liabilities		122,822	132,125	(9,303)
Net assets		2,217,234	2,252,600	35,366
Equity	7.1.5			
Accumulated surplus		851,356	889,438	38,082
Asset revaluation reserve		1,308,037	1,308,037	-
Reserves		57,841	55,125	(2,716)
Total equity		2,217,234	2,252,600	35,366

Source: **Appendix A-Financial Statements**

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**7.1.1 Current assets (\$112,000 decrease)**

Current assets include cash and investments and receivables, which include outstanding rate arrears. The minor decrease between the two years is primarily due to a reduction in cash and cash equivalent balances of \$929,000 partly offset by an increase of \$774,000 in trade and other receivables.

7.1.2 Non-current assets (\$44.78 million increase)

Non-current assets represent Council's fixed assets such as land, buildings, roads, drains and footpaths. The \$44.78 million increase is due to property, infrastructure, plant and equipment as a result of \$59.91 million in capital expenditure budgeted under the Capital Works Program (refer **Appendix C – Capital Works Program** for a detailed listing of projects) combined with the receipt of assets primarily from developers through their obligations under the two Development Contribution Plans (\$15.00 million). This increase is offset by \$29.95 million in depreciation expenditure.

7.1.3 Current liabilities (\$7.78 million increase)

Current liabilities represent obligations that Council must pay within the next year and include borrowings, annual leave and long service leave entitlements, trust monies and payables to suppliers. The increase in current liabilities in 2018-19 is due to the maturity of the Local Government Funding Vehicle (LGFV) loan in November 2019, therefore, the \$4.90 million is classified as a current liability at 30 June 2019.

7.1.4 Non-current liabilities (\$1.52 million increase)

Non-current liabilities include long term borrowings and long service leave entitlements for staff. This increase of \$1.52 million reflects the \$10 million in new borrowings to be drawn down in June 2019 to fund works at Springvale Community Precinct, offset by the transfer of the \$4.90 million LGFV loan to current liabilities as it matures in 2019-20 and the ongoing repayment and reduction of existing interest bearing liabilities and borrowings during 2018-19.

7.1.5 Equity (\$35.37 million increase)

Council's equity represents the difference between assets and liabilities which has grown by \$35.36 million.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



8. Impact of current year (2017-18) on the 2018-19 Budget

This section of the report highlights the impact that outcomes in 2017-18 have had on the 2018-19 Budget. The figures utilised in this section adjust the net operating result calculated in accordance with accounting standards to include cash costs such as capital works and exclude non-cash transactions such as depreciation, non-cash contributions and book value of assets sold to reach a management accounting result.

The table below illustrates that Council is currently forecasting to complete 2017-18 with an accumulated surplus outcome of \$296,000. The 2017-18 forecast is subject to ongoing review through to the end of the financial year and it is anticipated the final forecast will result in an outcome that is a surplus result.

The below highlights some of the emerging trends in the 2017-18 forecast result:

Favourable

- Higher interest on investment income \$640,000 due to a number of factors including a higher opening cash balance for the financial year as a result of carry forward funding from the prior year and slower capital and operating expenditure outflows during the current financial year compared to budget.
- Additional supplementary rates income of \$400,000 forecast.
- Employee costs savings in Corporate Services (\$450,000) and Engineering Services (\$166,000) due to vacancies, positions not filled and staff on unpaid leave.
- \$65,000 in non-voting election fine income (now forecast to be \$129,000).

Unfavourable

- Community Care net cost has increased by \$956,000. This is due to a movement from a predominantly integrated block funded program to separate programs where funding is based almost solely on the achievement of targets. As a result, it is anticipated that grant funding will be required to be returned/refunded at the conclusion of the financial year.
- Net increase of \$700,000 to the cost of waste management due to shifts in the global recycling markets – impacted by China's decision to restrict the import of recyclables. The State Government has announced a temporary assistance package to cover a portion of price rises directly associated with kerbside recycling services. The quantum is not yet known. This will partly offset the increased cost.

Description	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Variance \$'000
Net operating result	29,463	35,366	5,903
Add (less) cash costs not included in operating result			
Capital expenditure	61,321	59,912	(1,409)
Loan repayments	3,086	3,301	215
Loan proceeds	-	(10,000)	(10,000)
Land acquisition - repayment	1,255	-	(1,255)
Transfer from reserves	(11,383)	(12,339)	(956)
Transfer to reserves	12,738	9,623	(3,115)
Sub total	67,017	50,497	(16,520)
Add (less) non-cash costs included in operating result			
Depreciation	29,758	29,945	187
Written down value of assets sold	2,016	186	(1,830)
Contributions - non-monetary	(15,000)	(15,000)	-
Sub total	16,774	15,131	(1,643)
Surplus (deficit) for the year	(20,780)	-	
Accumulated surplus brought forward	21,076	-	
Accumulated surplus brought forward	296	-	

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Long term strategies****9. Strategic resource plan and financial performance indicators**

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

Council has prepared a Strategic Resource Plan (SRP) for the five years 2018-19 to 2022-23 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next five years.

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

Capital expenditure funding

This LTFS is based on an increase in capital works investment funded from Council's operations from \$38.10 million in 2018-19 to \$40.87 million in 2022-23. Whilst this is an increasing trend in the current LTFS 2019-23, it represents a reduction in capital works funded from the operational surplus from the prior LTFS 2018-22 due to the following factors:

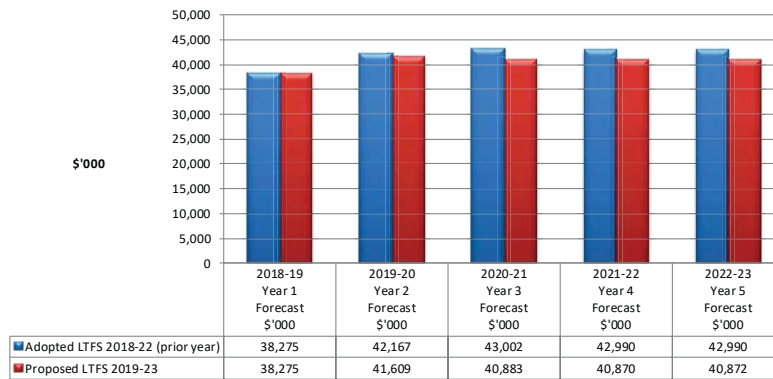
- From 2020-21 to 2022-23, a reduction of \$1 million each year has been factored in at this point to fund an increase in operational/maintenance costs associated with the Springvale Community Precinct redevelopment (estimate only).
- A reduction in 2019-20 of \$560,000 and \$1.12 million each year thereafter, representing funding required to pay off the two new \$10 million borrowings to fund works at Springvale Community Precinct over a ten year term.

Whilst the funding base for capital expenditure (from Council operations) has been maintained at the same levels as the previous LTFS, the following graph highlights the plateau to available capital works funding from 2020-21 as a result of rate capping restrictions.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Capital works funded from operational surplus



NB: The actual amount of capital expenditure will vary significantly from year to year depending on capital grant revenue, loan funds and use of Council reserves. It is important to note that this graph is based on the amount of funding that Council can apply to capital expenditure from its operating result. The above figures are further subject to Council achieving savings targets or successfully applying for a variation to the rate cap in future years. From 2020-21 to 2022-23, a reduction of \$1 million each year has been factored in at this point to fund an increase in operational/maintenance costs associated with the Springvale Community Precinct redevelopment (estimate only).

Impact on future years

A number of factors have now been built into the current proposed budget 2018-19 which have a flow on impact into future years: These include:

- The Enterprise Agreement 2015 ends 30 June 2018. Employee costs for years one to three are dependent on the Enterprise Bargaining outcomes and it has been assumed that total employee cost increases will match the forecast rate cap of 2.25 per cent in 2018-19 and 2.00 per cent thereafter (including increments). Superannuation guarantee charge increases were announced as part of the 2014 Federal Budget and this LTFS assumes that the superannuation will increase progressively from 9.5 per cent in 2018-19 to 10.5 per cent by 2022-23. Future changes to the superannuation legislation are outside the term of this LTFS however the current projected trajectory is 12.0 per cent by 2025-26.
- Material costs which were previously forecast to increase at a CPI estimate of 2.90 per cent, were reduced to 2.50 per cent in 2016-17 and then to 2.00 per cent in 2017-18 to match the forecast increase in Council rates. Forecast for 2018-19 is set at the rate cap of 2.25 per cent.
- An increase in the statutory fees set by State Government for Planning services under the Planning and Environment (Fees) Regulations 2016 has mainly contributed to the increase in statutory income of \$1.5 million from 2016-17 to forecast 2018-19.
- Increase of nearly \$1 million to the net cost of the Community Care services (aged care) (2017-18 Adopted Budget to forecast 2018-19 year with flow on effect). This is mainly due to a significant restructure in the last financial year relating to the Aged Care Reform Agenda with the State and Federal Governments now undertaking separate responsibilities for In Home Support Programs depending on the age of the client. This has been a huge undertaking with unintended consequences resulting in a movement from a predominantly integrated block funded program to separate programs where funding is based almost solely on the achievement of targets.
- Significant supplementary rate growth over the past three years. The base level of rates that Council will commence the rate capped 2018-19 financial year are higher than forecast due to significantly higher supplementary rate revenue in recent years.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



The rate capping challenge in the medium to long term will require Council to fundamentally review the sustainability of its operations. A "business as usual" approach will not be sufficient to meet the challenge into the future. It will be necessary for Council to undertake an annual review of all services in line with community expectations and Council's resource availability. Council is committed to annual reviews of the LTFS and, particularly, the assumptions which underpin the strategy. It will be necessary for Council to undertake a review of all services in line with community expectations and council's resource availability.

9.1 Plan development

City of Greater Dandenong annually prepares a Long Term Financial Strategy (LTFS) that addresses Council's long term financial outcomes and establishes a financial framework that moves Council towards a position of financial sustainability.

Council annually publishes a LTFS that addresses the Council's operational and capital works plans for the next five years. These plans were developed with due regard to the service delivery, asset maintenance and capital works implications from the future growth of the city. The 2018-19 Budget reflects the first year of the LTFS.

The main objective of the LTFS is to ensure that Council is financially sustainable to be able to deliver services to the community and keep the city's infrastructure assets renewed on a regular basis.

The key financial objectives of the LTFS are:

- The achievement of a prudent balance between meeting the service needs of our community (both now and in the future) and remaining financially sustainable for future generations.
- An increased ability to fund both capital works in general and meet the asset renewal requirements as outlined in the asset management planning
- Endeavouring to maintain a sustainable Council in an environment where Council's costs in delivering services are increasing at a higher rate than its revenue capacity due to capping of Council rates and low increases in government grant funding.

In preparing its LTFS, Council has also been mindful of the need to comply with the following principles of sound financial management as outlined in the *Local Government Act 1989* which requires Council to:

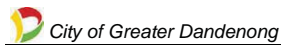
- Prudently manage the financial risks relating to debt, assets and liabilities.
- Provide reasonable stability in the level of rate burden.
- Consider the financial effects of Council decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

9.2 Financial resources

The following table summarises the key indicative financial results for the next five years 2018-19 to 2022-23. **Appendix A** of the Budget contains the key financial statements.

Indicator	Forecast	Budget	Strategic Resource Plan				Trend
	Actual		Projections				
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Result for the year	29,463	35,366	34,668	33,944	35,843	37,312	o
Adjusted underlying result	7,985	16,712	17,668	16,944	18,843	20,312	+
Cash and investments balance	108,955	108,026	106,288	111,058	119,792	130,621	+
Cash flows from operations	51,999	54,608	51,770	52,546	56,505	58,595	+
Capital works expenditure	61,321	59,912	52,609	41,883	41,870	41,872	o

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



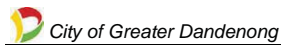
9.3 Financial performance indicators

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.

CITY OF GREATER DANDENONG 2018-19 BUDGET

Indicator	Measure	Notes	Forecast		Budget	Strategic Resource Plan Projections			Trend
			Actual	2017-18		2018-19	2019-20	2020-21	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	12.82%	5.70%	8.51%	8.99%	8.45%	9.17%	9.54% o
Liquidity									
Working capital	Current assets compared to current liabilities [Current assets / current liabilities] x 100	2	202.31%	177.56%	160.22%	171.78%	178.85%	187.13%	197.10% +
Unrestricted cash	Unrestricted cash compared to current liabilities [Unrestricted cash / current liabilities] x 100		81.02%	83.10%	71.16%	71.29%	74.23%	80.70%	89.22% +
Obligations									
Loans and borrowings	Loans and borrowings compared to rates [Interest-bearing loans and borrowings / rate revenue] x 100	3	43.62%	39.47%	42.38%	42.78%	39.53%	36.32%	32.79% +
Loans and borrowings	Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / rate revenue] x 100		5.44%	4.95%	4.69%	8.49%	4.53%	4.40%	4.23% +

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Financial performance indicators (continued)

CITY OF GREATER DANDENONG 2018-19 BUDGET

Indicator	Measure	Notes	Forecast		Budget	Strategic Resource Plan				Trend
			Actual 2016-17	Actual 2017-18		2018-19	2019-20	2020-21	2021-22	
Indebtedness	Non-current liabilities compared to own source revenue [Non-current liabilities / own source revenue] x 100		34.57%	31.54%	30.80%	34.99%	32.31%	29.61%	26.63%	o
Asset renewal	Asset renewal compared to depreciation [Asset renewal expenditure / asset depreciation] x 100	4	68.33%	74.82%	71.13%	84.82%	83.43%	80.63%	74.39%	-
Stability										
Rates concentration	Rates compared to adjusted underlying revenue [Rate revenue / adjusted underlying revenue] x 100	5	64.71%	70.92%	70.35%	71.41%	72.11%	72.40%	72.76%	-
Rates effort	Rates compared to property values [Rate revenue / capital improved value of rateable properties in the municipality] x 100		0.32%	0.33%	0.28%	0.26%	0.25%	0.23%	0.22%	-
Efficiency										
Expenditure level	Expenses per property assessment Total expenses / no. of assessments]		\$2,644.92	\$3,222.65	\$3,308.39	\$3,245.63	\$3,266.01	\$3,303.61	\$3,371.92	+
Revenue level	Average residential rate per residential property assessment [Residential rate revenue / no. of residential assessments]		\$1,234.43	\$1,244.47	\$1,306.75	\$1,290.78	\$1,301.77	\$1,313.16	\$1,353.19	o
Workforce turnover	Resignations and terminations compared to average staff [No. of permanent staff resignations and terminations / average number of staff for the financial year] x 100		9.67%	8.00%	10.00%	10.00%	10.00%	10.00%	10.00%	o
Key to forecast trend										
+ Forecasts improvement in Council's financial performance/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										

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Notes to indicators

- Adjusted underlying result** – Council's underlying operational surplus is steady, which means that Council's overall asset base is not being eroded over the period of the strategy. An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance is expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.
- Working capital** – The proportion of current liabilities represented by current assets. Current assets to liabilities remain at a healthy level across all years indicating strong liquidity.
- Debt compared to rates** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt and remains within prudential guidelines.
- Asset renewal** - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Asset renewal expenditure remains at a level which is forecast to fund the known asset renewal requirements from asset management planning.
- Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

9.4 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resource requirements for the years 2018-19 to 2022-23 is shown below and further detail is included in **Appendix A**.

	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
		2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Staff expenditure					
Employee costs - operating	76,894	78,713	79,136	80,926	82,787
Total staff expenditure	76,894	78,713	79,136	80,926	82,787
Staff numbers					
Employees	710.9	706.6	702.1	701.1	697.1
Total staff numbers	710.9	706.6	702.1	701.1	697.1

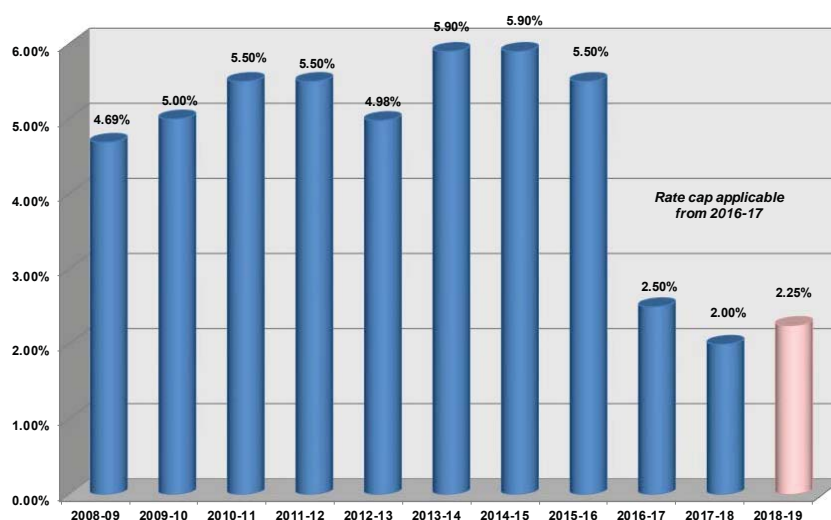
2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**10. Rating Strategy****10.1 Strategy development**

Council's rating strategy for the future should essentially be based on meeting two core principles. They are:

- 1 Ensuring that the rating strategy is consistent with the principles of sound financial management as espoused in the Local Government Act (1989) in that Council must "pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden".
- 2 Dealing with the financial pressures established under a rate capped environment whilst also ensuring that Council's financial decisions in the present day prudently account for both existing needs and those of future generations in terms of both accessing services and providing the appropriate facilities and infrastructure.

In terms of the first principle, the below graph highlights the percentage rate increases that have been applicable at Greater Dandenong City Council over the past ten years.

Rate percentage increases 2008-09 to 2018-19



Council's historical record portrays a reasonable approach in ensuring a stable outcome in terms of rating levels. This stability has been crucial in achieving prudent financial management and the concern will be how this is then impacted upon in a rate capped environment. Historically, the period for many councils following the end of the rate capped environment in the late 1990's, led to councils having to significantly increase rates to deal with organisations with low financial capacity to meet community needs for infrastructure.

Council has significant challenges in terms of meeting the asset renewal requirements of a vast range of infrastructure that was established in the 1960's-70's and which over the next decade will reach the end of its useful life.

It will not be possible however to meet this challenge with rate increases linked solely to CPI. With Council dealing with grant revenues that do not keep pace with CPI and the cost of providing Council services escalating at a rate higher than the CPI, this approach is not sustainable.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Rate Capping

Council has established the rating increase for 2018-19 at 2.25 per cent in line with the rate cap set by the Minister of Local Government. Beyond this period, the rating strategy is based on rates to be set at the CPI in accordance with the State Government rate capping policy with the current forecast being based on 2.00 per cent per annum for the remaining life of the LTFS. The forward four years of the plan (2018-19 to 2022-23) are indicative rate increases only and will be subject to the rate cap set by the Minister of Local Government.

Proposed future rate increases in LTFS

	Actual	Budget	Strategic Resource Plan Projections			
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Rate increase	2.00%	2.25%	2.00%	2.00%	2.00%	2.00%

10.1.1 Basis of rating

Council rates are levied on the Capital Improved Value (CIV) of properties as determined by independent valuers and certified by the Valuer General of Victoria.

Council establishes a general rate in the dollar to be applied to the valuation of all residential assessments in order to levy rates. Council also adopts differential rating against this general rate to the other property categories in order to distribute the rate burden equitably across different property types.

10.1.2 Impact of the 2018 Revaluation

During the 2017-18 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2018 for the 2018-19 year. Overall, property valuations across the Municipal District have increased by 24.16%. Of this increase, residential properties have increased by 26.61 per cent.

The table below highlights the movements in property valuations by rating type over the past two years.

Type or class of land	Forecast	Budget	% increase in valuations
	2017-18 Revaluation CIV	2018-19 Revaluation new CIV	
General	26,829,391,000	33,967,880,000	26.61%
Commercial	3,340,389,000	3,892,632,000	16.53%
Industrial	8,154,858,100	9,520,362,600	16.74%
Vacant residential	418,402,000	669,223,000	59.95%
Farm	218,794,800	325,606,000	48.82%
Total value of land	38,961,834,900	48,375,703,600	24.16%

The table highlights that overall, Council properties have increased significantly by 24.16 per cent over the past two years. Vacant residential and Farm increasing substantially by 59.95 per cent and 48.82 per cent respectively.

Council needs to be mindful of the impacts of revaluations on the various property types in implementing the differential rating strategy outlined in the previous section to ensure that rises and falls in Councils rates remain affordable and that the rating "shocks" are mitigated to some degree.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



By way of example the table below highlights the rating impact on the various rating types should Council retain the current rate differential structure (outcomes based on an annual increase in rates of 2.25 per cent).

Type or class of land	Proposed 2018-19 rates	% increase 2017-18 to 2018-19
General	53,216,008	6.70%
Commercial	13,111,599	-0.54%
Industrial	49,219,963	-2.51%
Vacant residential	1,467,820	21.01%
Farm	433,596	26.74%
Total	117,448,985	2.25%

As shown in the table the rating experiences between rating groups is reasonably dynamic with residential properties on average increasing by 6.70 per cent and farm increasing by 26.74 per cent.

Council has indicated its concern that its residential sector does not have the capacity to pay a rate increase of 6.70 per cent and has sought rating models that evenly apply the proposed rate increase to each of the major rating sectors (General, Commercial and Industrial).

On this basis, the Rating Strategy recommends the following differential rates be applied.

Type or class of land	Proposed rating differential 2018-19	% increase 2017-18 to 2018-19
General	100%	1.87%
Commercial	215%	1.45%
Industrial	330%	2.34%
Vacant residential	140%	15.53%
Farm	85%	28.56%
		2.25%

Applying these proposed changes to the differential rates, all of the major rating categories will pay close to the average rate increase of 2.25 percent. On this basis, it is recommended that the existing differential rating structure be amended to take account of the impacts of the 2018 Council revaluation.

The following table highlights the impact of the revaluation by suburb.

Residential Neighbourhoods	No of assessments	2017-18 CIV	2018-19 New CIV	% Increase in Valuations	% Increase in Rates
Bangholme	103	112,486,000	161,255,000	43.36%	16.65%
Dandenong	11,064	4,218,677,000	5,184,258,000	16.70%	-0.01%
Dandenong North	8,307	3,879,860,000	5,072,245,000	21.87%	6.38%
Dandenong South (industrial zoned)	17	12,208,000	15,565,000	5.23%	3.74%
Keysborough	8,900	6,018,338,000	7,341,613,000	27.23%	-0.74%
Lyndhurst	7	6,518,000	8,215,000	-0.78%	2.55%
Noble Park	12,013	5,368,185,000	6,569,384,000	27.56%	-0.42%
Noble Park North	2,768	1,320,745,000	1,736,975,000	24.74%	7.01%
Springvale	7,549	4,060,300,000	5,198,555,000	27.63%	4.18%
Springvale South	4,027	2,135,460,000	2,679,815,000	27.40%	2.11%
Totals	54,755	27,132,777,000	33,967,880,000	25.19%	1.87%

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



10.1.3 Summary of rate income 2018-19

The table below provides a summary of the forecast rate revenue in 2018-19 highlighting that Council's total rate revenue will grow by 2.25 per cent.

Type or class of land	No of assessments	Annualised revenue 2017-18 \$	Rate revenue 2018-19 \$	Increase in rates %
General rate	54,755	52,240,762	53,216,008	1.87%
Commercial rate	3,278	12,923,639	13,111,599	1.45%
Industrial rate	6,108	48,092,321	49,219,963	2.34%
Vacant residential rate	778	1,270,546	1,467,820	15.53%
Farm rate	57	337,265	433,596	28.56%
Total rate revenue	64,976	114,864,533	117,448,985	2.25%

Note: The rates for 2018-19 have been adjusted for the supplementary rates received during 2017-18 on a full year rate yield basis (i.e. whilst properties subjected to supplementary rates have received pro-rata rate accounts – the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period). Forecast supplementary rates in 2017-18 are estimated at \$1.40 million.

10.1.4 Rate payment options

Greater Dandenong will maintain the mandatory instalment payment system for 2018-19. Ratepayers can elect to pay whatever number of payments that best meets their individual needs on the proviso that as a minimum, they remain ahead of the payments amounts that would fall due under the quarterly payment methodology.

The following instalment dates apply in 2018-19:

- 30 September 2018
- 30 November 2018
- 28 February 2019
- 31 May 2019

Ratepayers also have the option of paying by nine instalments (direct debit only). The first instalment is due by 30 September 2018 with the second and ninth instalments due at the end of each month until 31 May 2019.

Due dates for the payment of rates will be detailed on the annual rate notice. Reminder notices will be sent to ratepayers who opt to pay by instalments prior to each instalment.

10.1.5 Financial Hardship Policy

Council has adopted a Financial Hardship Policy which provides ratepayers who encounter difficulties with alternative payment arrangements. These arrangements include deferral of rates or smaller payment instalments at more frequent intervals. In extreme cases Council may waive interest or rate, subject to sighting proof of financial hardship from certified financial counsellors.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**11. Debt Strategy****11.1 Current borrowings**

The below table shows information on borrowings specifically required by the Local Government (Planning and Reporting) Regulations.

	2017-18	2018-19
	\$	\$
Total amount borrowed as at 30 June of the prior year	54,912,000	51,826,000
Total amount to be borrowed and/or refinanced	-	10,000,000
Total amount projected to be redeemed	(3,086,000)	(3,301,000)
Total amount proposed to be borrowed as at 30 June	51,826,000	58,525,000

11.2 Council philosophy on using loan borrowings

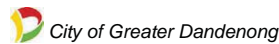
Many Victorian Councils are debt averse and view the achievement of a low level of debt or even debt free status as a primary goal. Others see the use of loan funding as being a critical component of the funding mix to deliver much needed infrastructure to the community.

The use of loans to fund capital expenditure can be an effective mechanism of linking the payment for the asset (via debt redemption payments) to the successive Council populations who receive benefits over the life of that asset. This matching concept is frequently referred to as 'inter-generational equity'.

Greater Dandenong City Council has accessed debt funding in the past years to complete a range of major infrastructure projects including the construction of the Dandenong Civic Centre and Library, redevelopment of the Drum Theatre, Dandenong Market and Noble Park Aquatic Centre that will be enjoyed by the populations of the future (refer table below).

Project	Total cost (\$ million)	Loan funds used (\$ million)
Drum Theatre	13.0	9.0
Dandenong Market	26.0	20.0
Noble Park Aquatic Centre	21.0	5.0
Dandenong Civic Centre	65.5	47.2
Total	125.5	81.2

One of the key considerations for Council in the application of future loan borrowing is the premise that its long-term financial strategies should strive for a financial structure where its annual operational and asset renewal needs can be met from annual funding sources. That is, Council does not have to access funding from non-renewable sources such as loans, asset sales or reserves to meet its annual expenditure needs.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**11.3 Establishing prudential debt limits**

Utilisation of debt funding is an appropriate means of funding capital projects, particularly in a low interest rate environment. It is crucial however that Council remain within prudential debt limits.

The maximum levels of indebtedness are prescribed for Council by way of prudential limits established by the State Government. The three principle prudential limits are:

- Debt servicing (interest repayments) as a percentage of total revenue should not exceed 5 per cent.
- Total indebtedness as a percentage of rate revenue should not exceed 80 per cent (with this latter prudential limit – where ratios exceed 60 per cent, councils are required to demonstrate long-term strategies to reduce indebtedness prior to undertaking further borrowings).
- Working capital ratio (current assets/current liabilities) to remain in excess of 1.0.

11.4 Proposed future borrowings

The Long Term Financial Strategy includes a total of \$20 million in proposed new borrowings split evenly over the 2018-19 and 2019-20 financial years for the purposes of completing the Springvale Community Precinct project. These funds will combine with remaining proceeds from the sale of the former View Road depot and Council CIP funding to complete this project.

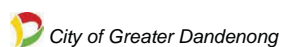
Council previously relied upon a strategy of ensuring Council reduced its Indebtedness to Rate Revenue ratio to below 40 per cent prior to undertaking any further borrowing. As noted in the table on the following page, at the 30 June 2018, Council's debt ratio will have fallen to 39.1 per cent – slightly lower than previously estimated due to higher supplementary rates over recent years.

With the active approach to paying out the \$4.90 million LGFV loan in 2019-20, the debt ratios again fall quite quickly even with the assumed \$20 million new borrowings and Council's ratio returns to 39.1 per cent by June 2021 – and will once again allow Council to consider future borrowings from that point.

At 30 June 2021, the residual loan capacity available to Council whilst remaining below the 60 per cent threshold is \$30 million. Council must however note that borrowing these funds will require additional annual funding for debt servicing and principal repayments to be included in annual budgets in potentially an environment that may remain subject to rate capping.

Greater Dandenong Council will consider debt for major community assets in accordance with the above guidelines. Some future major projects include significant infrastructure works associated with the redevelopment and/or replacement of Oasis Aquatic Centre and the Keysborough Community Hub. All projects are subject to community consultation, Council review and funding. Council will also seek to maximise external funding opportunities having regard to the financial impacts and outcomes for the community.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



11.5 Impact of future borrowings on prudential limits

In terms of highlighting the impact of these borrowings on Council's Indebtedness to rates ratio, the below table provides these outcomes. Projected future borrowings have been structured to ensure at no point does Council exceed the prudential limit of an indebtedness level in excess of 80 per cent of annual rate revenue.

Financial year ending	New/ refinance borrowings \$'000	Principal paid \$'000	Interest expense (b) \$'000	Balance 30 June \$'000	Liquidity (Current assets/ current liabilities)	Debt mgmt (Debt/ Total rates and charges)	Debt mgmt (Serv Costs/ Total revenue)
2018	-	3,086	3,345	51,826	178%	39.1%	1.6%
2019	10,000	3,301	3,171	58,525	162%	42.1%	1.5%
(a) 2020	10,000	8,496	3,414	60,029	174%	42.3%	1.6%
2021	-	2,894	3,652	57,135	181%	39.1%	1.7%
2022	-	3,081	3,473	54,053	189%	36.0%	1.6%
2023	-	3,270	3,277	50,784	199%	32.5%	1.4%

Prudential ratio limits: Risk assessment criteria	High	Below 110%	Above 80%	Above 10%
	Medium	110% - 120%	60% - 80%	5% - 10%
	Low	Above 120%	Below 60%	Below 5%

(a) 2020 includes the proposed repayment of the Local Government Funding Vehicle (\$4.9 million) which is expected to mature in November 2019.

Notes:

- Excludes interest payable on VicTrack land acquisition payable over three years (ceasing in June 2018).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**12. Infrastructure Strategy****12.1 Strategic infrastructure challenges**

A significant infrastructure challenge included as an integral component of Council's Long Term Financial Strategy (LTFS), is the management of a relatively large and ageing infrastructure asset base. The LTFS deals with a funding approach for efficiently managing the preservation of these assets so that they continue delivering acceptable service into the future.

Council further has challenges in improving its asset management planning and in the matching of future asset capability with changing community needs for facilities and the capping of rate funding.

12.2 Planning for meeting community needs

Council's broad approach in fulfilling its long-term obligations to facilitate acceptable services for the community is to plan and develop service strategies. These strategies:

- Describe the nature and extent of existing service and the infrastructure presently facilitating the delivery of service.
- Identify plausible scenarios that could impact on service delivery.
- Establish key issues/challenges.
- Develop/review goals and objectives.
- Formulate and assess alternative strategic and policy responses.
- Evaluate and recommend preferred strategy and policy.
- Formulate action plans and programs to implement preferred strategy including proposals for funding.
- Feed into the Asset Management Plan for the infrastructure group(s) that facilitates service delivery.

Typical strategies include: Arts and Cultural Heritage Strategy, Regional Food Strategy, Sustainability Strategy, Digital Strategy, Greater Dandenong Housing Strategy, Tourism Strategy and Action Plan, Road Management Plan, Road Safety Strategy, Open Space Strategy, Sports Facility Plan, Active Sport and Active Recreation Strategy 2014-19, Playground Strategy, Economic Development Strategy, Waste and Litter Strategy, Walking Strategy, Cycling Strategy and Ageing is About Living Strategy and Action Plan.

12.3 Infrastructure Asset Management Strategy and Plans

Council has an Asset Management Policy that sets the corporate frameworks for managing the City's assets by implementing best-practice asset management methodology across its infrastructure asset portfolio to ensure they are usable, accessible and safe.

Council has established Asset Management Plans (AMPs) for the following asset groups – roads, buildings and stormwater drains. AMPs have been drafted for fleet, public art and playgrounds and the intention is to develop AMPs for other infrastructure assets in accordance with its Corporate Asset Management Improvement Program.

Ten year plans covering renewal, capital, acquisition and disposal requirements are in place for buildings, furniture and fittings, fleet, roads, paths, bridges, stormwater drains, recreation, leisure and community facilities and parks, open space and streetscapes.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



12.4 Asset valuation

Council's assets, comprising roads, bridges, paths, buildings, drains and other infrastructure assets were valued at \$2.74 billion as at 30 June 2017. The written down value of these assets after deducting accumulated depreciation was \$2.16 billion.

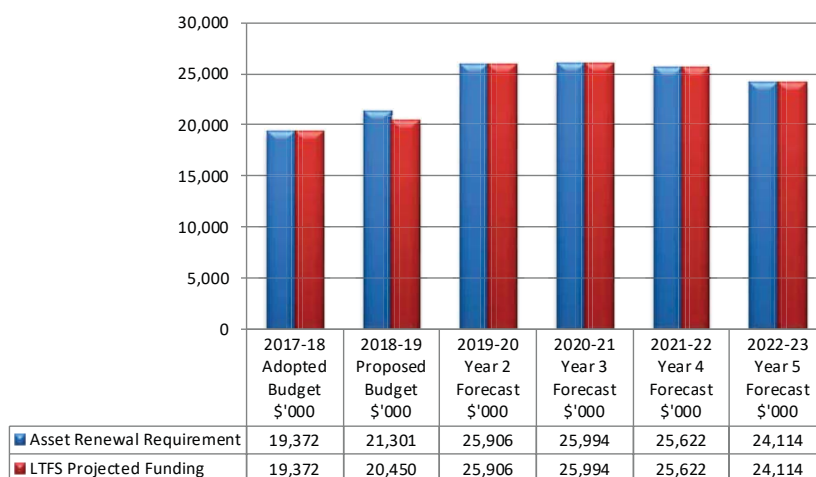
The following assets are managed within the Greater Dandenong municipality:

- Open space – 600 hectares
- Local roads – 683 kilometres
- Drainage pipes – 916 kilometres
- Drainage pits – 34,883
- Kerb and channel – 1,356 kilometres
- Footpaths – 1,084 kilometres
- Bike/shared paths – 61 kilometres
- Playgrounds – 113
- Buildings – 307
- Car parks – 0.24 kilometres squared
- Bridges – 84
- Bus shelters – 65 (Council owned), 151 (Non Council)

12.5 Future funding challenge to sustain infrastructure assets

One of the main challenges for City of Greater Dandenong is the fact that a substantial portion of its assets were constructed in the period between 1960 and 1980. As a consequence, the majority of its infrastructure assets are now approaching 30 to 50 years of age and in many cases will become a renewal issue over the coming 10 to 20 year period.

Asset Renewal Gap 2017-18 - 2022-23



Based on Council's current asset management information, Council is fully funding the asset renewal requirements of its assets. The 2018-19 Budget amount for asset renewal requirements has increased from the LTFS projected funding due to a revision of the renewal program and timing of works.

*Note: The above amounts may differ to those presented in the capital works information in **Appendix A** and **C**. The above asset renewal requirement relates to base renewal funding and does not include renewal amounts relating to foreshadowed major projects.*

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Budget 2018-19

Appendices

The following appendices include voluntary and statutory disclosures of information, which provide support for the analysis contained in Sections 1-12 of this report:

Appendix A	Financial Statements
Appendix B	Statutory disclosures
Appendix C	Capital Works Program
Appendix D	Operating Initiatives
Appendix E	Fees and Charges
Appendix F	Performance indicators
Appendix G	Glossary of terms

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Budget 2018-19

Appendix A Financial Statements

This appendix presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2018-19 to 2022-23 has been extracted from the Strategic Resource Plan.

Section 127 of the Act requires that the Budget contain financial statements in the form containing the matters required by the Regulations. Regulation 9 of the Regulations requires that the financial statements must be in the form set out in the Local Government Model Financial Report.

The appendix includes the following budgeted information:

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

In addition to the financial statements, there are two further disclosures which are specific to the preparation of the strategic resource plan (included in this appendix) being:

- Summary of planned capital works expenditure
- Summary of planned human resource expenditure.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Appendix A – Financial Statements

City of Greater Dandenong
Comprehensive Income Statement
For the five years ending 30 June 2023

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Income						
Rates and charges	132,702	139,575	141,797	146,008	150,310	156,365
Statutory fees and fines	8,021	7,950	8,090	8,352	8,417	8,585
User fees	8,831	9,628	9,826	10,063	10,307	10,557
Grants - operating	24,459	28,148	28,113	27,544	27,912	28,285
Grants - capital	4,911	1,256	-	-	-	-
Contributions - monetary	2,915	2,398	2,000	2,000	2,000	2,000
Contributions - non-monetary	15,000	15,000	15,000	15,000	15,000	15,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,284)	661	825	467	467	467
Other income	9,810	10,350	7,847	8,004	8,171	8,625
Total income	205,365	214,966	213,498	217,438	222,584	229,884
Expenses						
Employee costs	76,139	76,894	78,713	79,136	80,926	82,787
Materials and services	60,474	63,726	60,239	62,599	64,347	67,723
Bad and doubtful debts	1,254	1,097	968	1,016	1,066	1,119
Depreciation	29,758	29,945	30,544	31,155	31,778	32,414
Borrowing costs	3,419	3,171	3,414	3,652	3,473	3,277
Other expenses	4,858	4,767	4,952	5,936	5,151	5,252
Total expenses	175,902	179,600	178,830	183,494	186,741	192,572
Surplus for the year	29,463	35,366	34,668	33,944	35,843	37,312
Other comprehensive income						
<i>Items that will not be reclassified to surplus or deficit in future periods:</i>						
Other	-	-	-	-	-	-
Total comprehensive result	29,463	35,366	34,668	33,944	35,843	37,312

Note: The amount indicated for rates and charges includes an estimate of income from supplementary rates (i.e. properties newly subdivided or improved upon during the year) and therefore does not balance to the amounts indicated in Section 10 and the Declaration of Rates and Charges in **Appendix B**.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Conversion to cash result
For the five years ending 30 June 2023

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Net operating result	29,463	35,366	34,668	33,944	35,843	37,312
Less cash costs not included in operating result						
Capital expenditure	61,321	59,912	52,609	41,883	41,870	41,872
Loan repayments	3,086	3,301	8,496	2,894	3,081	3,270
Loan proceeds	-	(10,000)	(10,000)	-	-	-
Land acquisition - repayment	1,255	-	-	-	-	-
Transfer from reserves	(11,383)	(12,339)	(7,502)	(2,566)	(2,641)	(2,742)
Transfer to reserves	12,738	9,623	6,795	8,074	10,497	12,512
Sub total	67,017	50,497	50,398	50,285	52,807	54,912
Plus non-cash costs included in operating result						
Depreciation	29,758	29,945	30,544	31,155	31,778	32,414
Written down value of assets sold	2,016	186	186	186	186	186
Contributions - non-monetary	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Sub total	16,774	15,131	15,730	16,341	16,964	17,600
Surplus (deficit) for the year	(20,780)	-	-	-	-	-
Accumulated surplus brought forward	21,076	-	-	-	-	-
Accumulated surplus brought forward	296	-	-	-	-	-

CITY OF GREATER DANDENONG 2018-19 BUDGET

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Balance Sheet
For the five years ending 30 June 2023

CITY OF GREATER DANDENONG 2018-19 BUDGET

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Assets						
Current assets						
Cash and cash equivalents	108,955	108,026	106,288	111,058	119,792	130,621
Trade and other receivables	17,724	18,498	19,016	19,660	20,327	21,109
Other assets	2,151	2,194	2,238	2,283	2,328	2,375
Total current assets	128,830	128,718	127,542	133,001	142,447	154,105
Non-current assets						
Trade and other receivables	334	334	334	334	334	334
Property, infrastructure, plant and equipment	2,200,357	2,245,138	2,282,017	2,307,559	2,332,465	2,356,737
Investment property	10,305	10,305	10,305	10,305	10,305	10,305
Other financial assets	230	230	230	230	230	230
Total non-current assets	2,211,226	2,256,007	2,292,886	2,318,428	2,343,334	2,367,606
Total assets	2,340,056	2,384,725	2,420,428	2,451,429	2,485,781	2,521,711
Liabilities						
Current liabilities						
Trade and other payables	18,269	19,658	17,943	16,613	16,889	17,426
Trust funds and deposits	34,268	34,768	35,268	35,768	36,268	36,768
Provisions	16,718	17,414	18,141	18,901	19,695	20,524
Interest-bearing loans and borrowings	3,301	8,496	2,894	3,081	3,270	3,467
Total current liabilities	72,556	80,336	74,246	74,363	76,122	78,185
Non-current liabilities						
Trust funds and deposits	1,103	1,103	1,103	1,103	1,103	1,103
Provisions	638	657	676	697	718	739
Interest-bearing loans and borrowings	48,525	50,029	57,135	54,054	50,783	47,317
Total non-current liabilities	50,266	51,789	58,914	55,854	52,604	49,159
Total liabilities	122,822	132,125	133,160	130,217	128,726	127,344
Net assets	2,217,234	2,252,600	2,287,268	2,321,212	2,357,055	2,394,367
Equity						
Accumulated surplus	851,356	889,438	924,813	953,249	981,236	1,008,778
Asset revaluation reserve	1,308,037	1,308,037	1,308,037	1,308,037	1,308,037	1,308,037
Reserves	57,841	55,125	54,418	59,926	67,782	77,552
Total equity	2,217,234	2,252,600	2,287,268	2,321,212	2,357,055	2,394,367

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Statement of Changes in Equity
For the five years ending 30 June 2023

CITY OF GREATER DANDENONG 2018-19 BUDGET

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
2018				
Balance at beginning of the financial year	2,187,771	823,248	1,308,037	56,486
Surplus/(deficit) for the year	29,463	29,463	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(12,738)	-	12,738
Transfers from other reserves	-	11,383	-	(11,383)
Balance at end of the financial year	2,217,234	851,356	1,308,037	57,841
2019				
Balance at beginning of the financial year	2,217,234	851,356	1,308,037	57,841
Surplus/(deficit) for the year	35,366	35,366	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(9,623)	-	9,623
Transfers from other reserves	-	12,339	-	(12,339)
Balance at end of the financial year	2,252,600	889,438	1,308,037	55,125
2020				
Balance at the beginning of the financial year	2,252,600	889,438	1,308,037	55,125
Surplus/(deficit) for the year	34,668	34,668	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(6,795)	-	6,795
Transfers from other reserves	-	7,502	-	(7,502)
Balance at end of the financial year	2,287,268	924,813	1,308,037	54,418
2021				
Balance at the beginning of the financial year	2,287,268	924,813	1,308,037	54,418
Surplus/(deficit) for the year	33,944	33,944	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(8,074)	-	8,074
Transfers from other reserves	-	2,566	-	(2,566)
Balance at end of the financial year	2,321,212	953,249	1,308,037	59,926
2022				
Balance at the beginning of the financial year	2,321,212	953,249	1,308,037	59,926
Surplus/(deficit) for the year	35,843	35,843	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(10,497)	-	10,497
Transfers from other reserves	-	2,641	-	(2,641)
Balance at end of the financial year	2,357,055	981,236	1,308,037	67,782
2023				
Balance at the beginning of the financial year	2,357,055	981,236	1,308,037	67,782
Surplus/(deficit) for the year	37,312	37,312	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(12,512)	-	12,512
Transfers from other reserves	-	2,742	-	(2,742)
Balance at end of the financial year	2,394,367	1,008,778	1,308,037	77,552

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Statement of Cash Flows
For the five years ending 30 June 2023

CITY OF GREATER DANDENONG 2018-19 BUDGET

	Forecast	Budget	Strategic Resource Plan			
	Actual		Projections			
	2017-18		2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities						
Rates and charges	132,702	139,183	141,679	145,782	150,080	156,041
Statutory fees and fines	6,680	6,594	6,849	7,047	7,045	7,142
User fees	12,230	10,448	10,662	10,920	11,186	11,457
Grants - operating	26,303	29,821	29,766	29,122	29,510	29,902
Grants - capital	4,911	1,256	-	-	-	-
Contributions - monetary	2,915	2,398	2,000	2,000	2,000	2,000
Interest received	2,400	1,787	1,825	1,861	1,899	1,937
Trust funds and deposits taken	30,000	30,500	30,500	30,500	30,500	30,500
Other receipts	8,224	9,499	6,720	6,816	6,959	7,416
Net GST refund	9,124	9,264	8,441	7,779	7,816	8,078
Employee costs	(75,807)	(76,179)	(77,967)	(78,355)	(80,111)	(81,937)
Materials and services	(72,339)	(74,719)	(73,258)	(74,396)	(74,713)	(78,164)
Trust funds and deposits repaid	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Other payments	(5,344)	(5,244)	(5,447)	(6,530)	(5,666)	(5,777)
Net cash provided by operating activities	51,999	54,608	51,770	52,546	56,505	58,595
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(61,321)	(59,912)	(52,609)	(41,883)	(41,870)	(41,872)
Proceeds from sale of property, infrastructure, plant and equipment	733	847	1,011	653	653	653
Net cash used in investing activities	(60,588)	(59,065)	(51,598)	(41,230)	(41,217)	(41,219)
Cash flows from financing activities						
Finance costs	(3,419)	(3,171)	(3,414)	(3,652)	(3,473)	(3,277)
Proceeds from borrowings	-	10,000	10,000	-	-	-
Repayment of borrowings	(3,086)	(3,301)	(8,496)	(2,894)	(3,081)	(3,270)
Repayment of other interest-bearing - land acquisition	(1,255)	-	-	-	-	-
Net cash provided by (used in) financing activities	(7,760)	3,528	(1,910)	(6,546)	(6,554)	(6,547)
Net increase (decrease) in cash and cash equivalents	(16,349)	(929)	(1,738)	4,770	8,734	10,829
Cash and cash equivalents at beginning of financial year	125,304	108,955	108,026	106,288	111,058	119,792
Cash and cash equivalents at end of financial year	108,955	108,026	106,288	111,058	119,792	130,621

Note: Figures for future years are likely to be amended due to the impact of rate capping.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Statement of Capital Works
For the five years ending 30 June 2023

CITY OF GREATER DANDENONG 2018-19 BUDGET

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Property						
Land	375	3,000	-	-	-	-
Total land	375	3,000	-	-	-	-
Buildings	25,852	27,446	22,333	10,788	11,549	12,908
Leasehold improvements	80	100	-	-	-	-
Total buildings	25,932	27,546	22,333	10,788	11,549	12,908
Total property	26,307	30,546	22,333	10,788	11,549	12,908
Plant and equipment						
Plant, machinery and equipment	2,577	2,378	3,102	3,132	3,140	3,156
Fixtures, fittings and furniture	45	152	231	255	259	274
Computers and telecommunications	184	130	146	170	174	189
Library books	1,161	1,161	1,172	1,184	1,195	1,207
Total plant and equipment	3,967	3,821	4,651	4,741	4,768	4,826
Infrastructure						
Roads	10,473	7,793	7,470	7,599	7,600	7,962
Bridges	-	687	228	232	233	233
Footpaths and cycleways	1,945	1,795	1,546	1,570	1,574	1,589
Drainage	2,220	3,245	1,792	1,617	1,642	1,288
Recreational, leisure and community facilities	3,320	2,226	5,426	4,431	4,532	4,773
Parks, open space and streetscapes	10,201	8,712	8,885	10,596	9,653	7,959
Off street car parks	2,888	1,087	278	309	319	334
Total infrastructure	31,047	25,545	25,625	26,354	25,553	24,138
Total capital works expenditure	61,321	59,912	52,609	41,883	41,870	41,872
Represented by:						
New asset expenditure	23,359	27,811	20,500	8,834	9,066	10,038
Asset renewal expenditure	22,266	21,301	25,906	25,994	25,622	24,114
Asset upgrade expenditure	15,696	10,800	6,203	7,055	7,182	7,720
Asset expansion expenditure	-	-	-	-	-	-
Total capital works expenditure	61,321	59,912	52,609	41,883	41,870	41,872

Note: Figures for future years are likely to be amended due to the impact of rate capping.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Statement of Human Resources
For the five years ending 30 June 2023

CITY OF GREATER DANDENONG 2018-19 BUDGET

	Budget	Strategic Resource Plan Projections			
	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Staff expenditure					
Employee costs - operating	76,894	78,713	79,136	80,926	82,787
Total staff expenditure	76,894	78,713	79,136	80,926	82,787
Staff numbers					
Employees	710.9	706.6	702.1	701.1	697.1
Total staff numbers	710.9	706.6	702.1	701.1	697.1

Note: Figures for future years are likely to be amended due to the impact of rate capping.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Other information For the five years ended 30 June 2023

1. Summary of planned capital works expenditure

CITY OF GREATER DANDENONG 2018-19 BUDGET

	Asset expenditure type					Funding sources						
	New		Renewal		Expansion	Total		Grants	Contributions	Council cash	Borrowings	Reserves
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2018-19												
Property												
Land	3,000	3,000	-	-	-	3,000	-	-	-	-	-	3,000
Total land	3,000	3,000	-	-	-	3,000	-	-	-	-	-	3,000
Buildings	27,446	19,949	4,857	2,640	-	27,446	513	-	11,933	10,000	5,000	
Leasehold improvements	100	-	-	100	-	100	-	-	100	-	-	-
Total buildings	27,546	19,949	4,857	2,740	-	27,546	513	-	12,033	10,000	5,000	
Total property	30,546	22,949	4,857	2,740	-	30,546	513	-	12,033	10,000	8,000	
Plant and equipment												
Plant, machinery and equipment	2,378	-	2,378	-	-	2,378	-	-	2,378	-	-	
Fixtures, fittings and furniture	152	61	80	11	-	152	-	-	152	-	-	
Computers and telecommunications	130	-	-	130	-	130	-	-	130	-	-	
Library books	1,161	-	1,161	-	-	1,161	-	-	1,161	-	-	
Total plant and equipment	3,821	61	3,619	141	-	3,821	-	-	3,821	-	-	
Infrastructure												
Roads	7,793	940	4,072	2,781	-	7,793	400	-	6,534	-	859	
Bridges	687	-	289	398	-	687	-	398	289	-	-	
Footpaths and cycle ways	1,795	395	1,400	-	-	1,795	-	-	1,795	-	-	
Drainage	3,245	-	940	2,305	-	3,245	-	-	3,245	-	-	
Recreational, leisure and community facilities	2,226	851	1,175	200	-	2,226	-	-	2,026	-	200	
Parks, open space and streetscapes	8,712	2,028	4,449	2,235	-	8,712	100	-	7,512	-	1,100	
Off street car parks	1,087	587	500	-	-	1,087	243	-	844	-	-	
Total infrastructure	25,545	4,801	12,825	7,919	-	25,545	743	398	22,245	-	2,159	
Total capital works expenditure	59,912	27,811	21,301	10,800	-	59,912	1,256	398	38,099	10,000	10,159	

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Other information For the five years ended 30 June 2023

1. Summary of planned capital works expenditure (continued)

CITY OF GREATER DANDENONG 2018-19 BUDGET

	Asset expenditure type					Funding sources					
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
2019-20											
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	22,333	16,584	4,375	1,374	-	22,333	-	-	12,333	10,000	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	22,333	16,584	4,375	1,374	-	22,333	-	-	12,333	10,000	-
Total property	22,333	16,584	4,375	1,374	-	22,333	-	-	12,333	10,000	-
Plant and equipment											
Plant, machinery and equipment	3,102	117	2,956	29	-	3,102	-	-	3,102	-	-
Fixtures, fittings and furniture	231	146	85	-	-	231	-	-	231	-	-
Computers and telecommunications	146	29	-	117	-	146	-	-	146	-	-
Library books	1,172	-	1,172	-	-	1,172	-	-	1,172	-	-
Total plant and equipment	4,651	292	4,213	146	-	4,651	-	-	4,651	-	-
Infrastructure											
Roads	7,470	1,535	4,400	1,535	-	7,470	-	-	7,470	-	-
Bridges	228	-	228	-	-	228	-	-	228	-	-
Footpaths and cycle ways	1,546	146	1,400	-	-	1,546	-	-	1,546	-	-
Drainage	1,792	116	1,208	468	-	1,792	-	-	1,792	-	-
Recreational, leisure and community facilities	5,426	731	3,965	730	-	5,426	-	-	5,426	-	-
Parks, open space and streetscapes	8,885	950	5,985	1,950	-	8,885	-	-	7,885	-	1,000
Off street car parks	278	146	132	-	-	278	-	-	278	-	-
Total infrastructure	25,625	3,624	17,318	4,683	-	25,625	-	-	24,625	-	1,000
Total capital works expenditure	52,609	20,500	25,906	6,203	-	52,609	-	-	41,609	10,000	1,000

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Other information For the five years ended 30 June 2023

1. Summary of planned capital works expenditure (continued)

CITY OF GREATER DANDENONG 2018-19 BUDGET

	Asset expenditure type					Funding sources					Reserves
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	
2020-21											
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	10,788	4,276	4,913	1,599	-	10,788	-	-	10,788	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	10,788	4,276	4,913	1,599	-	10,788	-	-	10,788	-	-
Total property	10,788	4,276	4,913	1,599	-	10,788	-	-	10,788	-	-
Plant and equipment											
Plant, machinery and equipment	3,132	136	2,962	34	-	3,132	-	-	3,132	-	-
Fixtures, fittings and furniture	255	170	85	-	-	255	-	-	255	-	-
Computers and telecommunications	170	34	-	136	-	170	-	-	170	-	-
Library books	1,184	-	1,184	-	-	1,184	-	-	1,184	-	-
Total plant and equipment	4,741	340	4,231	170	-	4,741	-	-	4,741	-	-
Infrastructure											
Roads	7,599	1,786	4,027	1,786	-	7,599	-	-	7,599	-	-
Bridges	232	-	232	-	-	232	-	-	232	-	-
Footpaths and cycle ways	1,570	170	1,400	-	-	1,570	-	-	1,570	-	-
Drainage	1,617	136	937	544	-	1,617	-	-	1,617	-	-
Recreational, leisure and community facilities	4,431	850	2,730	851	-	4,431	-	-	4,431	-	-
Parks, open space and streetscapes	10,596	1,106	7,385	2,105	-	10,596	-	-	9,596	-	1,000
Off street car parks	309	170	139	-	-	309	-	-	309	-	-
Total infrastructure	26,354	4,218	16,850	5,286	-	26,354	-	-	25,354	-	1,000
Total capital works expenditure	41,883	8,834	25,994	7,055	-	41,883	-	-	40,883	-	1,000

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Other information For the five years ended 30 June 2023

1. Summary of planned capital works expenditure (continued)

CITY OF GREATER DANDENONG 2018-19 BUDGET

	Asset expenditure type					Funding sources											
	Total		New		Renewal		Upgrade		Expansion		Total	Grants	Contributions	Council cash	Borrowings	Reserves	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000							\$'000
2021-22																	
Property																	
Land	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	11,549	4,411	5,505	1,633	-	11,549	-	-	-	-	11,549	-	-	11,549	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total buildings	11,549	4,411	5,505	1,633	-	11,549	-	-	-	-	11,549	-	-	11,549	-	-	-
Total property	11,549	4,411	5,505	1,633	-	11,549	-	-	-	-	11,549	-	-	11,549	-	-	-
Plant and equipment																	
Plant, machinery and equipment	3,140	139	2,967	34	-	3,140	-	-	-	-	3,140	-	-	3,140	-	-	-
Fixtures, fittings and furniture	259	174	85	-	-	259	-	-	-	-	259	-	-	259	-	-	-
Computers and telecommunications	174	35	-	139	-	174	-	139	-	-	174	-	-	174	-	-	-
Library books	1,195	-	1,195	-	-	1,195	-	-	-	-	1,195	-	-	1,195	-	-	-
Total plant and equipment	4,768	348	4,247	173	-	4,768	-	173	-	-	4,768	-	-	4,768	-	-	-
Infrastructure																	
Roads	7,600	1,823	3,954	1,823	-	7,600	-	-	-	-	7,600	-	-	7,600	-	-	-
Bridges	233	-	233	-	-	233	-	-	-	-	233	-	-	233	-	-	-
Footpaths and cycle ways	1,574	174	1,400	-	-	1,574	-	-	-	-	1,574	-	-	1,574	-	-	-
Drainage	1,642	139	948	555	-	1,642	-	555	-	-	1,642	-	-	1,642	-	-	-
Recreational, leisure and community facilities	4,532	868	2,795	869	-	4,532	-	869	-	-	4,532	-	-	4,532	-	-	-
Parks, open space and streetscapes	9,653	1,129	6,395	2,129	-	9,653	-	2,129	-	-	9,653	-	-	8,653	-	1,000	-
Off street car parks	319	174	145	-	-	319	-	-	-	-	319	-	-	319	-	-	-
Total infrastructure	25,553	4,307	15,870	5,376	-	25,553	-	5,376	-	-	25,553	-	-	24,553	-	1,000	-
Total capital works expenditure	41,870	9,066	25,622	7,182	-	41,870	-	7,182	-	-	40,870	-	-	40,870	-	1,000	-

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Other information For the five years ended 30 June 2023

1. Summary of planned capital works expenditure (continued)

2022-23	Asset expenditure type					Funding sources				
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	12,908	4,979	6,155	1,774	-	12,908	-	-	12,908	-
	-	-	-	-	-	-	-	-	-	-
	12,908	4,979	6,155	1,774	-	12,908	-	-	12,908	-
	12,908	4,979	6,155	1,774	-	12,908	-	-	12,908	-
	12,908	4,979	6,155	1,774	-	12,908	-	-	12,908	-
Plant and equipment	3,156	151	2,967	38	-	3,156	-	-	3,156	-
	274	189	85	-	-	274	-	-	274	-
	189	38	-	151	-	189	-	-	189	-
	1,207	-	1,207	-	-	1,207	-	-	1,207	-
	4,826	378	4,259	189	-	4,826	-	-	4,826	-
	4,826	378	4,259	189	-	4,826	-	-	4,826	-
	4,826	378	4,259	189	-	4,826	-	-	4,826	-
Infrastructure	7,962	1,982	3,988	1,982	-	7,962	-	-	7,962	-
	233	-	233	-	-	233	-	-	233	-
	1,589	189	1,400	-	-	1,589	-	-	1,589	-
	1,288	150	534	604	-	1,288	-	-	1,288	-
	4,773	944	2,885	944	-	4,773	-	-	4,773	-
	7,959	1,227	4,505	2,227	-	7,959	-	-	6,959	1,000
	334	189	145	-	-	334	-	-	334	-
	24,138	4,681	13,700	5,757	-	24,138	-	-	23,138	1,000
	24,138	4,681	13,700	5,757	-	24,138	-	-	23,138	1,000
	24,138	4,681	13,700	5,757	-	24,138	-	-	23,138	1,000
Total capital works expenditure						41,872	10,038	24,114	7,720	-
Total capital works expenditure						41,872	10,038	24,114	7,720	-

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Other information For the five years ended 30 June 2023

2. Summary of planned human resources and expenditure

	Budget	Strategic Resource Plan Projections			
	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Chief Executive					
Permanent full time	531	514	524	537	550
Permanent part time	-	-	-	-	-
Total Chief Executive	531	514	524	537	550
City Planning, Design and Amenity					
Permanent full time	10,214	10,404	10,529	10,786	11,049
Permanent part time	1,279	1,303	1,319	1,351	1,384
Total City Planning, Design and Amenity	11,493	11,707	11,848	12,137	12,433
Community Services					
Permanent full time	15,664	16,247	16,207	16,602	17,006
Permanent part time	14,221	14,751	14,715	15,073	15,439
Total Community Services	29,885	30,998	30,922	31,675	32,445
Corporate Services					
Permanent full time	8,775	9,333	9,473	9,711	9,948
Permanent part time	2,887	3,071	3,117	3,195	3,273
Total Corporate Services	11,662	12,404	12,590	12,906	13,221
Engineering Services					
Permanent full time	15,776	16,136	16,163	16,474	16,872
Permanent part time	144	147	147	150	154
Total Engineering Services	15,920	16,283	16,310	16,624	17,026
Greater Dandenong Business					
Permanent full time	1,811	1,649	1,605	1,558	1,596
Permanent part time	309	282	274	266	273
Total Greater Dandenong Business	2,120	1,931	1,879	1,824	1,869
Total casuals and other	5,283	4,876	5,063	5,223	5,243
Total staff expenditure	76,894	78,713	79,136	80,926	82,787

Note: Figures for future years are likely to be amended due to the impact of rate capping.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Other information For the five years ended 30 June 2023

2. Summary of planned human resources and expenditure (continued)

	Budget	Strategic Resource Plan Projections			
	2018-19 FTE	2019-20 FTE	2020-21 FTE	2021-22 FTE	2022-23 FTE
Chief Executive					
Permanent full time	2.0	2.0	2.0	2.0	2.0
Permanent part time	-	-	-	-	-
Total Chief Executive	2.0	2.0	2.0	2.0	2.0
City Planning, Design and Amenity					
Permanent full time	93.0	92.0	91.0	91.0	91.0
Permanent part time	16.8	16.8	16.8	16.8	16.8
Total City Planning, Design and Amenity	109.8	108.8	107.8	107.8	107.8
Community Services					
Permanent full time	148.5	148.5	148.5	148.5	148.5
Permanent part time	156.4	154.1	154.1	154.1	154.1
Total Community Services	304.9	302.6	302.6	302.6	302.6
Corporate Services					
Permanent full time	77.0	77.0	76.0	76.0	76.0
Permanent part time	31.2	31.2	31.2	31.2	31.2
Total Corporate Services	108.2	108.2	107.2	107.2	107.2
Engineering Services					
Permanent full time	155.0	155.0	153.0	153.0	150.0
Permanent part time	1.7	1.7	1.7	1.7	1.7
Total Engineering Services	156.7	156.7	154.7	154.7	151.7
Greater Dandenong Business					
Permanent full time	13.4	13.4	13.4	12.4	11.4
Permanent part time	2.4	1.5	1.5	1.5	1.5
Total Greater Dandenong Business	15.8	14.9	14.9	13.9	12.9
Total casuals and other	13.5	13.5	13.0	13.0	13.0
Total staff numbers	710.9	706.6	702.1	701.1	697.1

Note: Figures for future years are likely to be amended due to the impact of rate capping.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Budget 2018-19

Appendix B

Statutory disclosures

Purpose of Statutory Disclosures

This appendix presents information about rates and charges which the Act and the regulations require to be disclosed in Council's Annual Budget. The Regulations require certain information to be disclosed within the budget and some of these disclosures relating to rates and charges are made in the Appendix.

The appendix includes the following budget information:

- Rates and charges
- Differential rates

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



Appendix B - Statutory disclosures

Section 127, Regulations 10 (2)(a) – (r)

1. Rates and charges

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

Type or class of land	Budget 2017-18 cents/\$CIV	Budget 2018-19 cents/\$CIV	Change
General	0.0019253747	0.0015666567	-18.63%
Commercial	0.0038507494	0.0033683120	-12.53%
Industrial	0.0057761241	0.0051699672	-10.49%
Vacant residential	0.0026955246	0.0021933194	-18.63%
Farm	0.0015402998	0.0013316582	-13.55%

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

Type or class of land	Budget 2017-18 \$	Annualised rates levied 2017-18 \$	Budget 2018-19 \$	Change
General	51,656,630	52,240,762	53,216,008	1.87%
Commercial	12,863,001	12,923,639	13,111,599	1.45%
Industrial	47,103,472	48,092,321	49,219,963	2.34%
Vacant residential	1,127,813	1,270,546	1,467,820	15.53%
Farm	337,010	337,265	433,596	28.56%
Total amount to be raised by general rates	113,087,926	114,864,533	117,448,985	2.25%

1.3 The numbers 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	Budget 2017-18 Number	Budget 2018-19 Number	Change
General	54,136	54,755	1.14%
Commercial	3,262	3,278	0.49%
Industrial	6,023	6,108	1.41%
Vacant residential	647	778	20.25%
Farm	56	57	1.79%
Total number of assessments	64,124	64,976	1.33%

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



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

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

Type or class of land	Budget 2017-18 \$	Budget 2018-19 \$	Change
General	26,829,391,000	33,967,880,000	26.61%
Commercial	3,340,389,000	3,892,632,000	16.53%
Industrial	8,154,858,100	9,520,362,600	16.74%
Vacant residential	418,402,000	669,223,000	59.95%
Farm	218,794,800	325,606,000	48.82%
Total value of land	38,961,834,900	48,375,703,600	24.16%

1.6 The proposed 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 2017-18 \$	Per rateable property 2018-19 \$	Change %
Option A: 120 litre waste, 240 litre recycling, 240 litre garden bin	286.00	339.00	18.53%
Option B: 80 litre waste, 240 litre recycling and 240 litre garden bin	259.00	308.00	18.92%
Option C: 120 litre waste, 240 litre recycling and 120 litre garden bin	271.00	322.00	18.82%
Option D: 80 litre waste, 240 litre recycling and 120 litre garden bin	246.00	292.00	18.70%
Option E: 120 litre waste, 240 litre recycling and no garden bin	230.00	274.00	19.13%
Option F: 80 litre waste, 240 litre recycling and no garden bin	205.00	245.00	19.51%
Minimum waste charge for each residential property	205.00	245.00	19.51%
State Government landfill levy	39.00	39.00	0.00%
Bin change of selection charge	16.70	17.10	2.40%
Additional bin services			
120 litre waste bin service	152.00	177.00	16.45%
(Plus a "one off" fee for the purchase of the bin)	35.00	36.00	2.86%
240 litre recycling bin service	38.00	44.00	15.79%
(Plus a "one off" fee for the purchase of the bin)	42.10	43.00	2.14%
240 litre garden bin service	79.00	92.00	16.46%
(Plus a "one off" fee for the purchase of the bin)	42.10	43.00	2.14%
Bin delivery	15.30	15.60	1.96%
Recycling bin option - upgrade of 240 litre to 360 litre	92.60	94.60	2.16%

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



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

Type of charge	Budget 2017-18 \$	Budget 2018-19 \$	Change
Option A: 120 litre waste, 240 litre recycling, 240 litre garden bin	\$ 7,316,738	\$ 8,725,521	19.25%
Option B: 80 litre waste, 240 litre recycling and 240 litre garden bin	\$ 1,290,597	\$ 1,550,780	20.16%
Option C: 120 litre waste, 240 litre recycling and 120 litre garden bin	\$ 1,999,709	\$ 2,491,314	24.58%
Option D: 80 litre waste bin, 240 litre recycling bin and 120 litre garden bin	\$ 1,492,236	\$ 1,776,528	19.05%
Option E: 120 litre waste bin, 240 litre recycling bin and no garden bin	\$ 1,461,650	\$ 1,720,172	17.69%
Option F: 80 litre waste bin, 240 litre recycling bin and no garden bin	\$ 570,310	\$ 690,410	21.06%
State Government landfill levy	\$ 2,072,772	\$ 2,093,949	1.02%
Supplementary and additional services	\$ 314,525	\$ 302,863	-3.71%
Total	\$ 16,518,537	\$ 19,351,537	17.15%

* Note – Supplementary and additional services vary from year to year and are estimates only.

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

	Budget 2017-18 \$	Budget 2018-19 \$	Change
General rates	\$ 113,087,926	\$ 117,448,985	3.86%
Waste charges	\$ 16,518,537	\$ 19,351,537	17.15%
Rates and charges	\$ 129,606,463	\$ 136,800,522	5.55%

1.9 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 (2017-18 forecast \$1.40 million, 2018-19 forecast \$1 million).
- 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.

2. Differential rates

2.1 Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.0015666567% (0.15666567 cents in the dollar of capital improved value) for all rateable residential (general).
- A general rate of 0.0033683120% (0.33683120 cents in the dollar of capital improved value) for all rateable commercial land.
- A general rate of 0.0051699672% (0.51699672 cents in the dollar of capital improved value) for all rateable industrial land.
- A general rate of 0.0021933194% (0.21933194 cents in the dollar of capital improved value) for all rateable residential vacant land.
- A general rate of 0.0013316582% for (0.13316582 cents in the dollar of capital improved value) rateable farm land.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above. Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out on the following pages.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



SCHEDULE A

RESIDENTIAL (General)**Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and community services.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and classes:

Any land which does not have the characteristics of Commercial, Industrial, Residential Vacant or Farm Land.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-18 financial year.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

SCHEDULE B

COMMERCIAL LAND**Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure related to the commercial sector.
2. Enhancement of the economic viability of the commercial sector through targeted programs and projects.
3. Encouragement of employment opportunities.
4. Promotion of economic development.
5. Requirement to ensure that streetscaping and promotional activity is complementary to the achievement of commercial objectives.

Types and classes:

Any land which is primarily used for commercial purposes.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-18 financial year.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



SCHEDULE C

INDUSTRIAL LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure related to the industrial sector.
2. Enhancement of the economic viability of the industrial sector through targeted programs and projects.
3. Encouragement of employment opportunities.
4. Promotion of economic development.
5. Requirement to ensure that street scaping and promotional activity is complementary to the achievement of industrial objectives.

Types and classes:

Any land which is used primarily for industrial purposes.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-18 financial year.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

SCHEDULE D

RESIDENTIAL VACANT LAND**Objective:**

To provide an economic incentive for the development of residential vacant land and a disincentive for residential land-banking in order that all rateable land makes an equitable contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and community services.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and classes:

Any land which is vacant residential land.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



SCHEDULE E

FARM LAND

Objective:

To provide a financial subsidy to rateable farm land to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and community services.
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and classes:

Any land which is primarily used for the purposes of farming.

Use and level of differential rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic location:

Wherever located within the municipal district.

Use of land:

Any use permitted under the relevant Planning Scheme.

Planning scheme zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-18 financial year.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Budget 2018-19

Appendix C

Capital Works Program

This appendix presents a listing of the Capital Works projects that will be undertaken for the 2018-19 year.

The appendix includes the following budget information:

- Detailed capital works program grouped by asset class and type.

Regulation 10 (a) and (b) require that the budget contain a detailed list of capital works expenditure in relation to non-current assets by class according to the Local Government Model Financial Report, classified separately as to asset expenditure type (ie. renewal, new, upgrade and expansion). The budget must also contain a summary of funding sources in relation to the capital works expenditure, classified separately as to grants, contributions, Council cash and borrowings. The disclosure in Appendix C reflects these requirements.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

CITY OF GREATER DANDENONG 2018-19 BUDGET
2018-19 CAPITAL WORKS PROGRAM

Item no.		Project name	Asset expenditure type					Funding sources					
			Total	New	Renewal	Upgrade	Expansion	Total	Grants *	Contrib'n's	Council cash	Loans	Reserves
PROPERTY													
Land													
29	Keysborough South Community Hub Land Purchase (Stage 1)		3,000,000	3,000,000	-	-	-	3,000,000	-	-	-	-	3,000,000
Sub-total land			3,000,000	3,000,000	-	-	-	3,000,000	-	-	-	-	3,000,000
Buildings													
1	Springvale Library / Community Hub - Stage 2 (Construction)		18,528,799	18,528,799	-	-	-	18,528,799	513,000	-	3,015,799	10,000,000	5,000,000
2	Building Renewal Program		2,527,415	-	2,527,415	-	-	2,527,415	-	-	2,527,415	-	-
3	Dandenong Civic Centre - Implement Solar Panels (Stage 2)		120,000	120,000	-	-	-	120,000	-	-	120,000	-	-
4	Keysborough South Community Hub Development - Design (Stage 2)		1,000,000	1,000,000	-	-	-	1,000,000	-	-	1,000,000	-	-
5	Building Energy Efficiency Program		510,922	-	-	510,922	-	510,922	-	-	510,922	-	-
6	Building Capital Program - Minor Works		215,000	-	-	215,000	-	215,000	-	-	215,000	-	-
7	CCTV / Security Capital Program		170,000	170,000	-	-	-	170,000	-	-	170,000	-	-
8	Municipal Early Years Infrastructure Plan		80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
9	Drum Theatre - Motorise Lighting Bars		176,000	-	-	176,000	-	176,000	-	-	176,000	-	-
10	Drum Theatre - Auditorium Chairs		200,000	-	200,000	-	-	200,000	-	-	200,000	-	-
11	Dandenong Market (Deil) - Back of House Upgrade (Stage 3)		350,000	-	-	350,000	-	350,000	-	-	350,000	-	-
12	Dandenong Market - Provision of Services (Stage 3)		100,000	-	-	100,000	-	100,000	-	-	100,000	-	-
13	Thomas Street Car Park - Stage 3		330,000	-	330,000	-	-	330,000	-	-	330,000	-	-
14	Drum Theatre - Design Lighting Upgrades		26,608	-	-	26,608	-	26,608	-	-	26,608	-	-
15	Tom Houlihan Centre - Reconfiguration (Stage 2)		100,000	-	-	100,000	-	100,000	-	-	100,000	-	-
16	5 Mason Street - Roof Renewal		200,000	-	200,000	-	-	200,000	-	-	200,000	-	-
17	Dandenong Market - Convert Analogue CCTV Cameras to Digital		50,000	50,000	-	-	-	50,000	-	-	50,000	-	-
18	Thomas P Carroll Reserve Crowe Pavilion - Construction / Refurbishment		2,000,000	-	1,600,000	400,000	-	2,000,000	-	-	2,000,000	-	-
19	Operations Centre - Security Improvements		50,000	-	-	50,000	-	50,000	-	-	50,000	-	-
20	Dandenong North Senior Citizens Centre - Hall No. 2 Upgrade		200,000	-	-	200,000	-	200,000	-	-	200,000	-	-

Appendix C - Capital Works Program Regulation 10(a) and (b) - detailed list of capital works expenditure

* Grant funding is subject to review and funding body approval

1 of 7

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

CITY OF GREATER DANDENONG 2018-19 BUDGET
2018-19 CAPITAL WORKS PROGRAM

Item		Project name	Asset expenditure type					Funding sources					
no.	Total		New	Renewal	Upgrade	Expansion	Total	Grants *	Contrib'n's	Council cash	Loans	Reserves	
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
21		Walker Street Multi-deck Car Park - Roof Deck Security Fence	175,000	-	-	175,000	-	175,000	-	175,000	-	-	
22		The Castle (Armytage Hall) - Reconfigure Upstairs	15,000	-	-	15,000	-	15,000	-	15,000	-	-	
23		Shalimar Kindergarten Maternal and Child Health (MCH) - Community and Waiting Room Design	30,000	-	-	30,000	-	30,000	-	30,000	-	-	
24		Dandenong North Senior Citizens Centre - Latham Crescent, Design and Security Review	40,000	-	-	40,000	-	40,000	-	40,000	-	-	
25		Menzies Avenue Reserve Hall - Kitchen Reconfiguration	50,000	-	-	50,000	-	50,000	-	50,000	-	-	
26		Frederick Wachtler Reserve Tennis Club - Design for Accessibility Upgrade	20,000	-	-	20,000	-	20,000	-	20,000	-	-	
27		Springvale Town Hall - Stage Minor Works	26,000	-	-	26,000	-	26,000	-	26,000	-	-	
28		Civic Archive - Extension of Building (Feasibility and Design)	40,000	-	-	40,000	-	40,000	-	40,000	-	-	
108		Rowley Allan Reserve Football Pavilion - External Access	116,000	-	-	116,000	-	116,000	-	116,000	-	-	
Sub-total buildings			27,446,744	19,948,799	4,857,415	2,640,530	-	27,446,744	513,000	-	11,933,744	10,000,000	5,000,000
Leasehold improvements													
133		Police Paddocks Reserve - Concept Plan and Construct	100,000	-	-	100,000	-	100,000	-	100,000	-	-	-
Sub-total leasehold improvements			100,000	-	-	100,000	-	100,000	-	100,000	-	-	-
TOTAL PROPERTY			30,546,744	22,948,799	4,857,415	2,740,530	-	30,546,744	513,000	-	12,033,744	10,000,000	8,000,000

Appendix C - Capital Works Program Regulation 10(a) and (b) - detailed list of capital works expenditure

* Grant funding is subject to review and funding body approval

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

CITY OF GREATER DANDENONG 2018-19 BUDGET
2018-19 CAPITAL WORKS PROGRAM

Item no. Project name		Asset expenditure type					Funding sources				
Total		New	Renewal	Upgrade	Expansion	Total	Grants *	Contrib'n's	Council cash	Loans	Reserves
\$		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PLANT AND EQUIPMENT											
Plant, machinery and equipment											
102	Noble Park Aquatic Centre (NPAC) - Mechanical and Pump Plant and Equipment	25,000	-	25,000	-	-	25,000	-	25,000	-	-
103	Oasis Leisure Centre - Mechanical and Pump Plant and Equipment	90,000	-	90,000	-	-	90,000	-	90,000	-	-
104	Fleet Renewal Program	2,262,900	-	2,262,900	-	-	2,262,900	-	2,262,900	-	-
Sub-total plant, machinery and equipment		2,377,900	-	2,377,900	-	-	2,377,900	-	2,377,900	-	-
Fixtures, fittings and furniture											
96	Civic Facilities Furniture Renewal Program	50,000	-	50,000	-	-	50,000	-	50,000	-	-
97	Australia Day Recipients Tribute	15,000	15,000	-	-	-	15,000	-	15,000	-	-
98	Jan Wilson Community Centre - Furniture	30,000	-	30,000	-	-	30,000	-	30,000	-	-
99	Vaccine Fridge	11,000	-	-	11,000	-	11,000	-	11,000	-	-
100	Living Treasures Tribute	46,200	46,200	-	-	-	46,200	-	46,200	-	-
Sub-total fixtures, fittings and furniture		152,200	61,200	80,000	11,000	-	152,200	-	152,200	-	-
Computers and telecommunications											
93	Upgrade ADSL locations to Radio (IT)	25,000	-	25,000	-	-	25,000	-	25,000	-	-
94	Increase Wi-Fi Coverage at various locations (IT)	45,000	-	45,000	-	-	45,000	-	45,000	-	-
95	Council Website Redevelopment (IT) - Stage 1	60,000	-	60,000	-	-	60,000	-	60,000	-	-
Sub-total computers and telecom.		130,000	-	130,000	-	-	130,000	-	130,000	-	-
Library books											
101	Library resources	1,160,712	-	1,160,712	-	-	1,160,712	-	1,160,712	-	-
Sub-total library books		1,160,712	-	1,160,712	-	-	1,160,712	-	1,160,712	-	-
TOTAL PLANT AND EQUIPMENT		3,820,812	61,200	3,618,612	141,000	-	3,820,812	-	3,820,812	-	-

Appendix C - Capital Works Program Regulation 10(a) and (b) - detailed list of capital works expenditure

* Grant funding is subject to review and funding body approval

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

CITY OF GREATER DANDENONG 2018-19 BUDGET
2018-19 CAPITAL WORKS PROGRAM

Item no.	Project name	Asset expenditure type					Funding sources					Reserves
		Total	New	Renewal	Upgrade	Expansion	Total	Grants *	Contrib'ts	Council cash	Loans	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INFRASTRUCTURE												
Roads												
85	DCP - Perry Road South - Upgrade	858,751	-	-	858,751	-	858,751	-	-	-	-	858,751
86	Local Area Traffic Management Program (LATM)	850,000	850,000	-	-	-	850,000	400,000	-	450,000	-	-
87	Road Resurfacing / Rehabilitation Program (Local Roads)	3,721,910	-	3,721,910	-	-	3,721,910	-	-	3,721,910	-	-
88	Kerb and Channel Replacement Program	350,000	-	350,000	-	-	350,000	-	-	350,000	-	-
89	Activity Centres Projects (Transport) - Mason Street Realignment (Design)	25,000	-	-	25,000	-	25,000	-	-	25,000	-	-
90	Active Transport Infrastructure Priority Program (ATIPP) - Roads	55,000	55,000	-	-	-	55,000	-	-	55,000	-	-
91	Local Road Design, Upgrade and Reconstruction Program	1,847,425	-	-	1,847,425	-	1,847,425	-	-	1,847,425	-	-
92	Springvale Road - Warwick Avenue Road Link	50,000	-	-	50,000	-	50,000	-	-	50,000	-	-
130	Bakers Road, Dandenong North - Alternative Crossing Point	35,000	35,000	-	-	-	35,000	-	-	35,000	-	-
	Sub-total roads	7,793,086	940,000	4,071,910	2,781,176	-	7,793,086	400,000	-	6,534,335	-	858,751
Bridges												
30	DCP - Lyndhurst B1 Bridge	397,535	-	-	397,535	-	397,535	-	397,535	-	-	-
31	Bridge Rectification Works - Survey and Design	70,000	-	70,000	-	-	70,000	-	-	70,000	-	-
32	Bulk Bridge Renewal Program	219,000	-	219,000	-	-	219,000	-	-	219,000	-	-
	Sub-total bridges	686,535	-	289,000	397,535	-	686,535	-	397,535	289,000	-	-
Footpaths and cycleways												
38	Footpath Renewal Program	1,400,000	-	1,400,000	-	-	1,400,000	-	-	1,400,000	-	-
39	Dandenong Creek Shared Path Stage 1B (Authority Approvals)	30,000	30,000	-	-	-	30,000	-	-	30,000	-	-
40	Active Transport Infrastructure Priority Program (ATIPP) - Paths	295,000	295,000	-	-	-	295,000	-	-	295,000	-	-
41	Green Wedge Projects Design	70,000	70,000	-	-	-	70,000	-	-	70,000	-	-
	Sub-total footpaths and cycleways	1,795,000	395,000	1,400,000	-	-	1,795,000	-	-	1,795,000	-	-

Appendix C - Capital Works Program Regulation 10(a) and (b) - detailed list of capital works expenditure

* Grant funding is subject to review and funding body approval

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

CITY OF GREATER DANDENONG 2018-19 BUDGET
2018-19 CAPITAL WORKS PROGRAM

Item no.	Project name	Asset expenditure type					Funding sources					
		Total	New	Renewal	Upgrade	Expansion	Total	Grants *	Contrib'n's	Council cash	Loans	Reserves
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Drainage												
33	Water Quality Program	255,000	-	255,000	-	-	255,000	-	-	255,000	-	-
34	Pit Lid Replacement Program	100,000	-	100,000	-	-	100,000	-	-	100,000	-	-
35	Minor Drainage Renewal Program	185,000	-	185,000	-	-	185,000	-	-	185,000	-	-
36	Major Drainage Renewal - Princes Highway and Eltona Road (Stage 2)	400,000	-	400,000	-	-	400,000	-	-	400,000	-	-
37	Drainage Capital Program	2,305,000	-	-	2,305,000	-	2,305,000	-	-	2,305,000	-	-
Sub-total drainage		3,245,000	-	940,000	2,305,000	-	3,245,000	-	-	3,245,000	-	-
Recreational, leisure & community facilities												
75	Greaves Reserve - Tennis Court Resurfacing	500,000	-	500,000	-	-	500,000	-	-	500,000	-	-
76	Playground Upgrade and Renewal Program	430,000	-	430,000	-	-	430,000	-	-	430,000	-	-
77	Ross Reserve - Turf Wicket Tables	35,000	-	35,000	-	-	35,000	-	-	35,000	-	-
78	Warner Reserve - Turf Wicket Tables Works	35,000	-	35,000	-	-	35,000	-	-	35,000	-	-
79	Springvale Activity Centre - Laneway Project - Canopy Implementation	200,000	200,000	-	-	-	200,000	-	-	200,000	-	-
80	Alex Nelson Reserve - Cricket Net Replacement	175,000	-	175,000	-	-	175,000	-	-	175,000	-	-
81	All Abilities Playground - Concept and Detailed Design	150,000	150,000	-	-	-	150,000	-	-	150,000	-	-
82	Lois Twohig Reserve - Exercise and Fitness Station Course	110,000	110,000	-	-	-	110,000	-	-	110,000	-	-
83	Police Paddocks (Softball) - Dug Out Shelter on Diamonds 1 and 2	20,000	20,000	-	-	-	20,000	-	-	20,000	-	-
84	Irrigation Check Meters - Sportsgrounds	71,200	71,200	-	-	-	71,200	-	-	71,200	-	-
124	Tatterson Park - Stage 1A Implementation Playground Upgrade	200,000	-	-	200,000	-	200,000	-	-	-	-	200,000
127	Norman Luth Reserve - Shade Options	80,000	80,000	-	-	-	80,000	-	-	80,000	-	-
134	George Andrews Reserve - TRY Build Container opposite grandstand (Design and construct)	220,000	220,000	-	-	-	220,000	-	-	220,000	-	-
Sub-total recreational, leis & comm facilities		2,226,200	851,200	1,175,000	200,000	-	2,226,200	-	-	2,026,200	-	200,000

Appendix C - Capital Works Program Regulation 10(a) and (b) - detailed list of capital works expenditure

* Grant funding is subject to review and funding body approval

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

CITY OF GREATER DANDENONG 2018-19 BUDGET
2018-19 CAPITAL WORKS PROGRAM

Item no.	Project name	Asset expenditure type					Funding sources					
		Total	New	Renewal	Upgrade	Expansion	Total	Grants *	Contrib'ns	Council cash	Loans	Reserves
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
44	Parks, open space and streetscapes Dandenong Park - Master Plan Implementation (Stage 3)	1,500,000	-	750,000	750,000	-	1,500,000	-	-	1,400,000	-	100,000
		50,000	-	50,000	-	-	50,000	-	-	50,000	-	-
45	Park Furniture Renewal Program	180,000	180,000	-	-	-	180,000	-	-	180,000	-	-
46	Metro 3175 Open Space - Stage 2 (Construct)	400,000	-	280,000	120,000	-	400,000	-	-	400,000	-	-
47	Afghan Bazaar - Streetscape Enhancement Project (Stage 4)	815,000	815,000	-	-	-	815,000	100,000	-	715,000	-	-
48	Robert Booth Reserve - Floodlighting	200,000	-	200,000	-	-	200,000	-	-	200,000	-	-
49	Active Fencing Renewal Program	30,000	-	30,000	-	-	30,000	-	-	30,000	-	-
50	Park Signage Renewal Program	50,000	-	50,000	-	-	50,000	-	-	50,000	-	-
51	Passive Park Fencing Renewal Program	230,000	-	230,000	-	-	230,000	-	-	230,000	-	-
52	Decorative Public Lighting Renewal Program	50,000	50,000	-	-	-	50,000	-	-	50,000	-	-
53	Neighbourhood Activity Centre Framework Implementation	150,000	-	-	150,000	-	150,000	-	-	150,000	-	-
54	Frederick Wachtel Reserve	14,000	-	14,000	-	-	14,000	-	-	14,000	-	-
55	- Master Plan Implementation	2,150,000	-	1,505,000	645,000	-	2,150,000	-	-	2,150,000	-	-
56	Vessels of Light - Refurbish 5 Public Art Projects	221,000	221,000	-	-	-	221,000	-	-	221,000	-	-
57	Springvale Road Boulevard Project - Design (Stage 3) and Implementation (Stage 2)	100,000	-	-	100,000	-	100,000	-	-	100,000	-	-
58	Sporting Ground Sub Surface Drainage at Alex Nelson and Robert Booth Reserve	100,000	-	-	100,000	-	100,000	-	-	100,000	-	-
59	Warner Reserve - Master Plan Implementation	100,000	-	-	100,000	-	100,000	-	-	100,000	-	-
60	Parkfield Reserve - Master Plan Implementation	1,000,000	300,000	700,000	-	-	1,000,000	-	-	-	-	1,000,000
61	Walker Street Streetscape Upgrade (Stage 2)	100,000	-	-	100,000	-	100,000	-	-	100,000	-	-
62	Burden Park Reserve - Master Plan Implementation	210,000	-	210,000	-	-	210,000	-	-	210,000	-	-
63	Park Renewal Program	100,000	-	100,000	-	-	100,000	-	-	100,000	-	-
64	Warner Reserve (Tennis Club) - Replacement of Fencing	50,000	-	50,000	-	-	50,000	-	-	50,000	-	-
65	Tatterson Park - Passive Park Renewal											

Appendix C - Capital Works Program Regulation 10(a) and (b) - detailed list of capital works expenditure

* Grant funding is subject to review and funding body approval

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

CITY OF GREATER DANDENONG 2018-19 BUDGET
2018-19 CAPITAL WORKS PROGRAM

Item		Project name	Asset expenditure type					Funding sources					
no.			Total	New	Renewal	Upgrade	Expansion	Total	Grants *	Contrib'n's	Council cash	Loans	Reserves
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
65		Douglas Street, Noble Park - Streetscape Upgrade (Leonard Avenue Precinct)	300,000	-	210,000	90,000	-	300,000	-	-	300,000	-	-
66		Coomoora Reserve Floodlight Installation (Design)	10,000	10,000	-	-	-	10,000	-	-	10,000	-	-
67		Police Paddocks (Softball) - Fencing on Diamonds 3-6	100,000	-	-	100,000	-	100,000	-	-	100,000	-	-
68		Heritage Lights - Refurbishment and Restoration of Symbolic Lights	40,000	-	40,000	-	-	40,000	-	-	40,000	-	-
69		Dandenong Bike Trail - Signage and Infrastructure Renewal	30,000	-	30,000	-	-	30,000	-	-	30,000	-	-
70		Lonsdale Street Joint Use Poles (JUP)	40,000	-	-	40,000	-	40,000	-	-	40,000	-	-
71		Greaves Reserve Wayfinding Signage	40,000	40,000	-	-	-	40,000	-	-	40,000	-	-
72		Dandenong Creek Trail - Solar Powered Light	20,000	20,000	-	-	-	20,000	-	-	20,000	-	-
73		Tatterson Park - Lighting Upgrade, Oval 1 (Design)	30,000	30,000	-	-	-	30,000	-	-	30,000	-	-
74		Dandenong Stadium - Showcourt Lighting Upgrade	40,000	-	-	40,000	-	40,000	-	-	40,000	-	-
116		Keysborough Bowls Club - Floodlighting over Paperback Green	100,000	100,000	-	-	-	100,000	-	-	100,000	-	-
120		Brady Road Shopping Precinct - Street Furniture	2,000	2,000	-	-	-	2,000	-	-	2,000	-	-
122		Alan Corrigan Reserve Lights	60,000	60,000	-	-	-	60,000	-	-	60,000	-	-
135		Brady Road Shopping Precinct - CCTV	200,000	200,000	-	-	-	200,000	-	-	200,000	-	-
Sub-total parks, open space & streetscapes			8,712,000	2,028,000	4,449,000	2,235,000	-	8,712,000	100,000	-	7,512,000	-	1,100,000
Off street car parks													
42		Tatterson Park - Master Plan Implementation (Stage 2)	1,000,000	500,000	500,000	-	-	1,000,000	243,257	-	756,743	-	-
43		Keysborough South and Meridian Estate Parking (Stage 1)	50,000	50,000	-	-	-	50,000	-	-	50,000	-	-
115		Queens Avenue - Additional Car Parking Spaces	37,000	37,000	-	-	-	37,000	-	-	37,000	-	-
Sub-total off street car parks			1,087,000	587,000	500,000	-	-	1,087,000	243,257	-	843,743	-	-
TOTAL INFRASTRUCTURE			25,544,821	4,801,200	12,824,910	7,918,711	-	25,544,821	743,257	397,535	22,245,278	-	2,158,751
GRAND TOTAL			59,912,377	27,811,199	21,300,937	10,800,241	-	59,912,377	1,256,257	397,535	38,099,834	10,000,000	10,158,751

Appendix C - Capital Works Program Regulation 10(a) and (b) - detailed list of capital works expenditure

* Grant funding is subject to review and funding body approval

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Budget 2018-19

Appendix D

Operating Initiatives

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

CITY OF GREATER DANDENONG 2018-19 BUDGET

OPERATING INITIATIVES

Item no.	Operating initiative name and description	Duration	Operating expenditure	Recovery income	Net operating expenditure funded by rates
Engineering Services					
1.1	'Greening Our City' - Tree Strategy.	1 year	265,000	-	265,000
1.2	Street lighting - replacement with energy efficient luminaries.	1 year	400,000	-	400,000
			665,000	-	665,000
Community Services					
2.1	Team 11 Project Officer position.	1 year	98,000	56,950	41,050
2.2	City of Greater Dandenong 25th anniversary publication.	2 years	22,200	-	22,200
2.3	Annual Carols event.	Ongoing	25,000	-	25,000
2.4	Security and lock changes to all sporting pavilions.	1 year	20,000	-	20,000
			165,200	56,950	108,250
City Planning, Design and Amenity					
3.1	Barry Powell Reserve - Master plan	1 year	100,000	-	100,000
3.2	Spring Valley Reserve - Master plan	1 year	100,000	-	100,000
			200,000	-	200,000
TOTAL OPERATING INITIATIVES INCLUDED IN 2018-19 BUDGET			1,030,200	56,950	973,250

Appendix D - Operating initiatives included in 2018-19 Budget

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Budget 2018-19

Appendix E

Fees and charges

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Fees and charges

Introduction

The City of Greater Dandenong provides a range of services to the community. Some of these services have an associated fee or charge levied. Services funded by fees and charges provide enhanced community wellbeing.

Goods and Services Tax (GST)

The current GST status of goods and services provided by Council is shown in this Schedule against each item. It is indicated in the right-most column on each page, as follows:

- **Y** - GST applies and is included in the amount shown
- **N** - GST does not apply to this good or service

Changes to GST Status

For GST purposes Council's fees and charges are subject to the following Australian Taxation Office (ATO) determination: *A New Tax System (Goods and Services Tax) (Exempt Taxes, Fees and Charges) Determination 2011 (No. 1)*.

The GST legislation deems that Council's fees and charges are to include GST (taxable supply) unless they are identified for specific exemption from GST.

This determination under section 81-5 of the GST Act identifies those Council fees and charges that are exempted from GST. The application of GST to the Fees and Charges schedule is therefore based on current Australian Taxation Office (ATO) legislation including this determination.

Council may be required to further amend the GST status of specific fees and charges when the ATO approves and issues further legislation or regulations. The impact of further ATO amendments may therefore require Council to alter prices in this Schedule to reflect changes in the GST status of particular goods or services.

Deposits and GST

Deposits, when initially paid, do not attract GST. If part or all of a deposit is retained, due to damage to a hall, for example, GST is then applicable. If the deposit does not cover the full (GST-inclusive) charge, the extra amount will be requested of the hirer.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Basis of fee**

While many of the fees and charges in the Schedule are set at Council's discretion, a number are established by a range of external bodies such as Government Departments or professional organisations. In the column headed "Basis of Fee", an indication is given of the body responsible for determining the price. The following legend explains the abbreviations:

- CNCL - Greater Dandenong Council
- REG - Regulation associated with the relevant Act, or the Act itself

Fees not within Council's discretion (Regulatory Fees)

Where fees are set by Government statute, Council has no ability to alter the fee. The statutory fees and charges disclosed in the following schedule are current at the time of preparing this report, however, they are subject to change during the financial year. Council is required to apply the revised statutory fees and charges from the advised effective date. Where relevant, prior year comparative statutory fees have been updated to reflect the correct statutory fee for the 2017-18 financial year.

Refund policy

Refund of the following fees and charges are subject to conditions as detailed below:

Pet registration (for fees set out under the heading 'Pet registration')

1. Subject to Clause 5 below, refunds are only available within the first six months of the registration year.
2. For a deceased animal – 50% of the fee paid.
3. Where registration has already been paid and an animal has subsequently been de-sexed, microchipped or trained in accordance with the requirements of the Domestic Animals Act Regulations – difference between full fee and reduced fee.
4. Refunds are only available if the amount to be refunded is more than \$10.00.
5. Should a person pay a registration fee prior to commencement of the registration period for a given year and the subject animal subsequently dies before that period commences, a full refund of the fee shall be made. The refund shall be subject to provision of evidence of the animal's death e.g. a vet report, or the provision of an appropriate Statutory Declaration.

Local Laws Permit fees (only applies to fees set out under the heading 'Local Laws Permits')

1. If a permit fee is paid at the time of the application and the application is then refused, the full fee will be refunded.
2. Permit fees will only be refunded if the amount to be refunded is \$30.00 or more.
3. No refund is available if the permit fee was less than \$100.00 except as set out in item 1 above.
4. A maximum of 50% of the permit fee may be refunded except as set out in item 1 above.
5. Fees (other than set out in item 1 above) will only be refunded in the following circumstances:
 - i) Single event permits – if the request is made at least seven days prior to the event date.
 - ii) Annual or short term permits (e.g. less than 12 months) – if the request is made prior to 50% of the permit period elapsing.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

6. If the conditions set out in Clause 5 are met, 50% of the fee may be refunded, subject to Clauses 2 and 3 above.

Food and Health related Business registration

Food and health related business registration fees are set at rates aimed at recovering Council's costs in:

- Administering the registration and renewal processes
- Undertaking annual inspection of health related and food businesses, to ensure compliance with legislation and, where appropriate, food safety standards
- Undertaking follow up and educational visits to registered businesses.

Refund of business registration fees is therefore subject to the following conditions:

1. No refunds are available for businesses in their first year of trading.
2. No refunds are available for businesses that have already had an annual inspection during the current registration period.
3. Subject to Clause 5 below, refunds are only available within the first six months of the registration period.
4. 50% of the renewal fee paid will be refunded to a business that is closing or ceasing to trade in food or health related services.
5. Should a person pay a registration renewal fee prior to commencement of the registration period for a given year and the subject business subsequently closes or ceases to trade in food before that period commences, a full refund of the fee shall be made.
6. In all cases, the refund shall be subject to provision of evidence of the business's closure or change of services.

Building permits (applies to fees set out under this heading)

1. Cancellation of application for permit when no work has been carried out on plans. Refund 50% of building fee plus all levies, subject to holding minimum of \$30.00 administration fee.
2. Cancellation of application for permit where assessment has commenced but not issued. Refund 35% of building fee plus all levies.
3. Cancellation of permit when no inspection has been carried out. Refund 25% of building fee, subject to holding minimum of \$30.00 administration fee.
4. Report and consent fees where process commenced - no refund.
5. Refund on miscellaneous fees discretionary - subject to Manager's approval.

Asset protection permits (applies to fees set out under this heading)

1. This permit is non-refundable.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Community Facility Management Policy

Fees and charges for the use or hire of community facilities have been set in line with the Community Facility Management Policy. Use of community facilities has been divided into the following categories for the purpose of charging fees:

Community group	Voluntary groups with minimal funding who provide local benefit.
General/Community agency	Not-for-profit organisations that receive funding and private use by local residents.
Commercial	For-profit businesses, private use by people outside municipality and events by organisations who charge an entry fee.
Council funded	Subsidised groups and programs that are conducted by Council.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Freedom of Information							
Application fee	Per application	\$ 28.40	\$ 28.90	\$ 0.50	1.8%	REG	N
Photocopying fees - per A4 black & white	Per copy	\$ 0.20	\$ 0.20	\$ -	0.0%	REG	N
Search fees (calculated per hour or part of an hour rounded to the nearest 10 cents)	Per hour or part	\$ 21.30	\$ 21.70	\$ 0.40	1.9%	REG	N
Supervision of inspection (per hour to be calculated per quarter hour or part of a quarter hour, rounded to the nearest 10 cents)	Per hour or part	\$ 21.30	\$ 21.70	\$ 0.40	1.9%	REG	N
Other charges may apply - these are set out in the Freedom of Information (Access Charges) Regulation 2014. Please refer to www.foi.vic.gov.au for up to date information on the Application Fee and Access Charges.							
Land Information Certificates							
Land Information Certificates	Per certificate	\$ 25.40	\$ 25.40	\$ -	0.0%	REG	N
Halls and Meeting Rooms							
Springvale City Hall - Main Hall							
General hourly rate							
Monday to Thursday - to 6pm *	Per hour	\$ 256.00	\$ 262.00	\$ 6.00	2.3%	CNCL	Y
Monday to Thursday - after 6pm *	Per hour	\$ 325.00	\$ 333.00	\$ 8.00	2.5%	CNCL	Y
Friday - to 6pm *	Per hour	\$ 376.00	\$ 385.00	\$ 9.00	2.4%	CNCL	Y
Friday - after 6pm *	Per hour	\$ 493.00	\$ 505.00	\$ 12.00	2.4%	CNCL	Y
Saturday - day and night *	Per hour	\$ 602.00	\$ 617.00	\$ 15.00	2.5%	CNCL	Y
Sunday - day and night *	Per hour	\$ 602.00	\$ 617.00	\$ 15.00	2.5%	CNCL	Y
Minimum charge *							
Monday to Thursday - to 6pm	Minimum 3 hour block	\$ 768.00	\$ 786.00	\$ 18.00	2.5%	CNCL	Y
Monday to Thursday - after 6pm	Minimum 3 hour block	\$ 975.00	\$ 999.00	\$ 24.00	2.5%	CNCL	Y
Friday - to 6pm	Minimum 5 hour block	\$ 1,880.00	\$ 1,925.00	\$ 45.00	2.4%	CNCL	Y
Friday - after 6pm	Minimum 5 hour block	\$ 2,465.00	\$ 2,525.00	\$ 60.00	2.4%	CNCL	Y
Saturday - day and night	Minimum 5 hour block	\$ 3,010.00	\$ 3,085.00	\$ 75.00	2.5%	CNCL	Y
Sunday - day and night	Minimum 5 hour block	\$ 3,010.00	\$ 3,085.00	\$ 75.00	2.5%	CNCL	Y
* Time limits apply - Monday to Thursday (1.00am), Friday (2.00am), Saturday (1.00am) and Sunday (midnight)							
Community non-profit hourly rate							
Monday to Thursday - to 6pm *	Per hour	\$ 175.00	\$ 179.00	\$ 4.00	2.3%	CNCL	Y
Monday to Thursday - after 6pm *	Per hour	\$ 222.00	\$ 227.00	\$ 5.00	2.3%	CNCL	Y
Friday - to 6pm *	Per hour	\$ 253.00	\$ 259.00	\$ 6.00	2.4%	CNCL	Y
Friday - after 6pm *	Per hour	\$ 364.00	\$ 373.00	\$ 9.00	2.5%	CNCL	Y
Saturday - day and night *	Per hour	\$ 427.00	\$ 437.00	\$ 10.00	2.3%	CNCL	Y
Sunday - day and night *	Per hour	\$ 427.00	\$ 437.00	\$ 10.00	2.3%	CNCL	Y
Minimum charge *							
Monday to Thursday - to 6pm	Minimum 3 hour block	\$ 525.00	\$ 537.00	\$ 12.00	2.3%	CNCL	Y
Monday to Thursday - after 6pm	Minimum 3 hour block	\$ 663.00	\$ 681.00	\$ 18.00	2.7%	CNCL	Y
Friday - to 6pm	Minimum 5 hour block	\$ 1,270.00	\$ 1,295.00	\$ 25.00	2.0%	CNCL	Y
Friday - after 6pm	Minimum 5 hour block	\$ 1,820.00	\$ 1,865.00	\$ 45.00	2.5%	CNCL	Y
Saturday - day and night	Minimum 5 hour block	\$ 2,135.00	\$ 2,185.00	\$ 50.00	2.3%	CNCL	Y
Sunday - day and night	Minimum 5 hour block	\$ 2,135.00	\$ 2,185.00	\$ 50.00	2.3%	CNCL	Y
* Time limits apply - Monday to Thursday (1.00am), Friday (2.00am), Saturday (1.00am) and Sunday (midnight)							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Commercial hourly rate							
Monday to Thursday - to 6pm *	Per hour	\$ 301.00	\$ 308.00	\$ 7.00	2.3%	CNCL	Y
Monday to Thursday - after 6pm *	Per hour	\$ 371.00	\$ 380.00	\$ 9.00	2.4%	CNCL	Y
Friday - to 6pm *	Per hour	\$ 410.00	\$ 420.00	\$ 10.00	2.4%	CNCL	Y
Friday - after 6pm *	Per hour	\$ 560.00	\$ 574.00	\$ 14.00	2.5%	CNCL	Y
Saturday - day and night *	Per hour	\$ 679.00	\$ 696.00	\$ 17.00	2.5%	CNCL	Y
Sunday - day and night *	Per hour	\$ 679.00	\$ 696.00	\$ 17.00	2.5%	CNCL	Y
Minimum charge *							
Monday to Thursday - to 6pm	Minimum 3 hour block	\$ 903.00	\$ 924.00	\$ 21.00	2.3%	CNCL	Y
Monday to Thursday - after 6pm	Minimum 3 hour block	\$ 1,113.00	\$ 1,140.00	\$ 27.00	2.4%	CNCL	Y
Friday - to 6pm	Minimum 5 hour block	\$ 2,050.00	\$ 2,100.00	\$ 50.00	2.4%	CNCL	Y
Friday - after 6pm	Minimum 5 hour block	\$ 2,800.00	\$ 2,870.00	\$ 70.00	2.5%	CNCL	Y
Saturday - day and night	Minimum 5 hour block	\$ 3,395.00	\$ 3,480.00	\$ 85.00	2.5%	CNCL	Y
Sunday - day and night	Minimum 5 hour block	\$ 3,395.00	\$ 3,480.00	\$ 85.00	2.5%	CNCL	Y
* Time limits apply - Monday to Thursday (1.00am), Friday (2.00am), Saturday (1.00am) and Sunday (midnight)							
Balcony							
Charge		\$ 166.05	\$ 170.00	\$ 3.95	2.4%	CNCL	Y
Rehearsals day (Deb Balls/School concerts)							
Maximum 3 hour block		\$ 320.00	\$ 328.00	\$ 8.00	2.5%	CNCL	Y
Evening							
Maximum 3 hour block		\$ 400.00	\$ 410.00	\$ 10.00	2.5%	CNCL	Y
Setting up charge:							
- additional charge (covers 3 hours and is the minimum)	Minimum 3 hour block	\$ 330.00	\$ 336.00	\$ 6.00	1.8%	CNCL	Y
- additional time per hour thereafter	Per hour	\$ 110.00	\$ 112.00	\$ 2.00	1.8%	CNCL	Y
Additional cleaning:							
- additional charge per hour	Per hour	\$ 200.00	\$ 205.00	\$ 5.00	2.5%	CNCL	Y
Security bond:							
Security bond (high risk events will incur double bond)	Per function	\$ 1,500.00	\$ 1,500.00	\$ -	0.0%	CNCL	N
Note: Non-Profit Community Groups							
Groups/organisations seeking the not for profit community rate must either be an incorporated Association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.							
Springvale City Hall - Supper Room							
General hourly rate							
Monday to Thursday - to 6pm *	Per hour	\$ 130.00	\$ 133.00	\$ 3.00	2.3%	CNCL	Y
Monday to Thursday - after 6pm *	Per hour	\$ 172.00	\$ 176.00	\$ 4.00	2.3%	CNCL	Y
Friday - to 6pm *	Per hour	\$ 138.00	\$ 141.00	\$ 3.00	2.2%	CNCL	Y
Friday - after 6pm *	Per hour	\$ 179.00	\$ 183.00	\$ 4.00	2.2%	CNCL	Y
Saturday - day and night *	Per hour	\$ 213.00	\$ 218.00	\$ 5.00	2.3%	CNCL	Y
Sunday - day and night *	Per hour	\$ 248.00	\$ 254.00	\$ 6.00	2.4%	CNCL	Y
Minimum charge *							
Monday to Thursday - to 6pm	Minimum 3 hour block	\$ 393.00	\$ 400.00	\$ 7.00	1.8%	CNCL	Y
Monday to Thursday - after 6pm	Minimum 3 hour block	\$ 518.00	\$ 530.00	\$ 12.00	2.3%	CNCL	Y
Friday - to 6pm	Minimum 5 hour block	\$ 690.00	\$ 705.00	\$ 15.00	2.2%	CNCL	Y
Friday - after 6pm	Minimum 5 hour block	\$ 900.00	\$ 920.00	\$ 20.00	2.2%	CNCL	Y
Saturday - day and night	Minimum 5 hour block	\$ 1,070.00	\$ 1,090.00	\$ 20.00	1.9%	CNCL	Y
Sunday - day and night	Minimum 5 hour block	\$ 1,245.00	\$ 1,270.00	\$ 25.00	2.0%	CNCL	Y
* Time limits apply - Monday to Thursday (1.00am), Friday (2.00am), Saturday (1.00am) and Sunday (midnight)							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Community non profit hourly rate							
Monday to Thursday - to 6pm *	Per hour	\$ 103.00	\$ 105.00	\$ 2.00	1.9%	CNCL	Y
Monday to Thursday - after 6pm *	Per hour	\$ 139.00	\$ 142.00	\$ 3.00	2.2%	CNCL	Y
Friday - to 6pm *	Per hour	\$ 110.00	\$ 112.00	\$ 2.00	1.8%	CNCL	Y
Friday - after 6pm *	Per hour	\$ 144.00	\$ 147.00	\$ 3.00	2.1%	CNCL	Y
Saturday - day and night *	Per hour	\$ 173.00	\$ 177.00	\$ 4.00	2.3%	CNCL	Y
Sunday - day and night *	Per hour	\$ 199.00	\$ 203.00	\$ 4.00	2.0%	CNCL	Y
Minimum charge *							
Monday to Thursday - to 6pm	Minimum 3 hour block	\$ 312.00	\$ 320.00	\$ 8.00	2.6%	CNCL	Y
Monday to Thursday - after 6pm	Minimum 3 hour block	\$ 414.00	\$ 425.00	\$ 11.00	2.7%	CNCL	Y
Friday - to 6pm	Minimum 5 hour block	\$ 550.00	\$ 560.00	\$ 10.00	1.8%	CNCL	Y
Friday - after 6pm	Minimum 5 hour block	\$ 720.00	\$ 735.00	\$ 15.00	2.1%	CNCL	Y
Saturday - day and night	Minimum 5 hour block	\$ 865.00	\$ 885.00	\$ 20.00	2.3%	CNCL	Y
Sunday - day and night	Minimum 5 hour block	\$ 995.00	\$ 1,015.00	\$ 20.00	2.0%	CNCL	Y
* Time limits apply - Monday to Thursday (1.00am), Friday (2.00am), Saturday (1.00am) and Sunday (midnight)							
Commercial hourly rate							
Monday to Thursday - to 6pm *	Per hour	\$ 165.00	\$ 169.00	\$ 4.00	2.4%	CNCL	Y
Monday to Thursday - after 6pm *	Per hour	\$ 206.00	\$ 211.00	\$ 5.00	2.4%	CNCL	Y
Friday - to 6pm *	Per hour	\$ 173.00	\$ 177.00	\$ 4.00	2.3%	CNCL	Y
Friday - after 6pm *	Per hour	\$ 216.00	\$ 221.00	\$ 5.00	2.3%	CNCL	Y
Saturday - day and night *	Per hour	\$ 257.00	\$ 263.00	\$ 6.00	2.3%	CNCL	Y
Sunday - day and night *	Per hour	\$ 296.00	\$ 303.00	\$ 7.00	2.4%	CNCL	Y
Minimum charge *							
Monday to Thursday - to 6pm	Minimum 3 hour block	\$ 495.00	\$ 507.00	\$ 12.00	2.4%	CNCL	Y
Monday to Thursday - after 6pm	Minimum 3 hour block	\$ 618.00	\$ 633.00	\$ 15.00	2.4%	CNCL	Y
Friday - to 6pm	Minimum 5 hour block	\$ 865.00	\$ 885.00	\$ 20.00	2.3%	CNCL	Y
Friday - after 6pm	Minimum 5 hour block	\$ 1,080.00	\$ 1,105.00	\$ 25.00	2.3%	CNCL	Y
Saturday - day and night	Minimum 5 hour block	\$ 1,285.00	\$ 1,315.00	\$ 30.00	2.3%	CNCL	Y
Sunday - day and night	Minimum 5 hour block	\$ 1,480.00	\$ 1,515.00	\$ 35.00	2.4%	CNCL	Y
* Time limits apply - Monday to Thursday (1.00am), Friday (2.00am), Saturday (1.00am) and Sunday (midnight)							
Setting up charge:							
- additional charge (covers 3 hours and is the minimum)	Per set up	\$ 330.00	\$ 336.00	\$ 6.00	1.8%	CNCL	Y
- additional time per hour thereafter	Per hour	\$ 110.00	\$ 112.00	\$ 2.00	1.8%	CNCL	Y
Additional cleaning:							
- additional charge per hour	Per hour	\$ 175.00	\$ 180.00	\$ 5.00	2.9%	CNCL	Y
Security bond:							
Security bond (high risk events will incur double bond)	Per function	\$ 500.00	\$ 1,000.00	\$ 500.00	100.0%	CNCL	N
Note: Non-Profit Community Groups Groups/organisations seeking the not for profit community rate must either be an incorporated Association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates.							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Other Halls and Meeting Rooms							
Edinburgh Hall (capacity 100)							
Non-profit community groups							
Monday to Thursday	Per hour	\$ 47.50	\$ 47.50	\$ -	0.0%	CNCL	Y
Friday, Saturday & Sunday	Per hour	\$ 62.00	\$ 62.00	\$ -	0.0%	CNCL	Y
Friday, Saturday & Sunday (minimum charge)	Minimum 5 hour block	\$ 310.00	\$ 310.00	\$ -	0.0%	CNCL	Y
Standard							
Monday to Thursday	Per hour	\$ 61.00	\$ 62.50	\$ 1.50	2.5%	CNCL	Y
Friday to Sunday	Per hour	\$ 77.00	\$ 79.00	\$ 2.00	2.6%	CNCL	Y
Friday to Sunday (minimum charge)	Minimum 5 hour block	\$ 388.00	\$ 395.00	\$ 7.00	1.8%	CNCL	Y
Security bond:							
Security bond (high risk events will incur double bond)	Per function	\$ 300.00	\$ 300.00	\$ -	0.0%	CNCL	N
Menzies Avenue (capacity 300)							
Non-profit community groups							
Monday to Thursday	Per hour	\$ 59.00	\$ 60.00	\$ 1.00	1.7%	CNCL	Y
Friday to Sunday	Per hour	\$ 70.00	\$ 72.00	\$ 2.00	2.9%	CNCL	Y
Friday to Sunday (minimum charge)	Minimum 5 hour block	\$ 353.00	\$ 360.00	\$ 7.00	2.0%	CNCL	Y
Saturday 5.30pm onwards (minimum charge)	Minimum charge	\$ 544.00	\$ 558.00	\$ 14.00	2.6%	CNCL	Y
Standard							
Monday to Thursday	Per hour	\$ 69.00	\$ 71.00	\$ 2.00	2.9%	CNCL	Y
Friday to Sunday	Per hour	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	CNCL	Y
Friday to Sunday (minimum charge)	Minimum 5 hour block	\$ 440.00	\$ 450.00	\$ 10.00	2.3%	CNCL	Y
Saturday 5.30pm onwards (minimum charge)	Minimum charge	\$ 653.00	\$ 670.00	\$ 17.00	2.6%	CNCL	Y
Security bond:							
Security bond (high risk events will incur double bond)	Per function	\$ 300.00	\$ 500.00	\$ 200.00	66.7%	CNCL	N
Springvale Reserve Hall 1 (capacity 110)							
Non-profit community groups							
Monday to Thursday	Per hour	\$ 38.00	\$ 39.00	\$ 1.00	2.6%	CNCL	Y
Standard							
Monday to Thursday	Per hour	\$ 58.00	\$ 59.00	\$ 1.00	1.7%	CNCL	Y
Springvale Reserve Hall 2 (capacity 50)							
Non-profit community groups							
Monday to Thursday	Per hour	\$ 28.00	\$ 28.50	\$ 0.50	1.8%	CNCL	Y
Standard							
Monday to Thursday	Per hour	\$ 38.00	\$ 39.00	\$ 1.00	2.6%	CNCL	Y
Springvale Reserve Hall 1 & 2 (includes kitchen/capacity 165)							
Non-profit community groups							
Friday to Sunday:							
- minimum charge	Minimum 5 hour block	\$ 541.00	\$ 554.00	\$ 13.00	2.4%	CNCL	Y
- additional hours	Per hour	\$ 29.00	\$ 30.00	\$ 1.00	3.4%	CNCL	Y
Standard							
Friday to Sunday:							
- minimum charge	Minimum 5 hour block	\$ 651.00	\$ 667.00	\$ 16.00	2.5%	CNCL	Y
- additional hours	Per hour	\$ 39.50	\$ 40.50	\$ 1.00	2.5%	CNCL	Y
Note: Hall 1 and Hall 2 can be added as one space Monday to Thursday. Combined rate will apply.							
Springvale Reserve (full kitchen commercial hire, day time only to 5pm)							
Non-profit community groups							
Monday to Thursday	Per hour	\$ 66.00	\$ 67.50	\$ 1.50	2.3%	CNCL	Y
Standard							
Monday to Thursday	Per hour	\$ 66.00	\$ 67.50	\$ 1.50	2.3%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Springvale Reserve - Meeting Room 1 (capacity 16)							
Non-profit community groups	Per hour	\$ 23.00	\$ 23.50	\$ 0.50	3.0%	CNCL	Y
Standard	Per hour	\$ 30.00	\$ 31.00	\$ 1.00	3.3%	CNCL	Y
Springvale Reserve - Meeting Room 2 (capacity 8)							
Non-profit community groups	Per hour	\$ 19.00	\$ 19.50	\$ 0.50	2.6%	CNCL	Y
Standard	Per hour	\$ 25.00	\$ 25.50	\$ 0.50	2.0%	CNCL	Y
Security bond:							
Security bond (high risk events will incur double bond)	Per function	\$ 300.00	\$ 300.00	\$ -	0.0%	CNCL	N
Meeting Rooms							
Non-profit community groups							
Palm Plaza	Per hour	\$ 29.00	\$ 30.00	\$ 1.00	3.4%	CNCL	Y
Standard							
Palm Plaza	Per hour	\$ 36.00	\$ 37.00	\$ 1.00	2.8%	CNCL	Y
Dandenong Office (Level 2)							
Non-profit community groups							
Council Chamber (limited availability)	Per hour	\$ 66.00	\$ 67.50	\$ 1.50	2.3%	CNCL	Y
Formal Meeting Room	Per hour	\$ 66.00	\$ 67.50	\$ 1.50	2.3%	CNCL	Y
Board Room 1	Per hour	\$ 32.00	\$ 33.00	\$ 1.00	3.1%	CNCL	Y
Board Room 2	Per hour	\$ 32.00	\$ 33.00	\$ 1.00	3.1%	CNCL	Y
Board Rooms 1 and 2 (combined)	Per hour	\$ 49.50	\$ 51.00	\$ 1.50	3.0%	CNCL	Y
Board Rooms 1 and 2, and Formal Room (combined) before 6pm	Per hour	\$ 99.00	\$ 101.50	\$ 2.50	2.5%	CNCL	Y
Board Rooms 1 and 2, and Formal Room (combined) after 6pm	Per hour	\$ 159.00	\$ 163.00	\$ 4.00	2.5%	CNCL	Y
Board Rooms 1 and 2, Formal Room and Council Chamber (combined) before 6pm	Per hour	\$ 170.00	\$ 174.00	\$ 4.00	2.4%	CNCL	Y
Board Rooms 1 and 2, Formal Room and Council Chamber (combined) after 6pm	Per hour	\$ 215.00	\$ 220.00	\$ 5.00	2.3%	CNCL	Y
Kitchen	Per hour	\$ 35.00	\$ 36.00	\$ 1.00	2.9%	CNCL	Y
Standard							
Council Chamber (limited availability)	Per hour	\$ 82.50	\$ 84.50	\$ 2.00	2.4%	CNCL	Y
Formal Meeting Room	Per hour	\$ 82.50	\$ 84.50	\$ 2.00	2.4%	CNCL	Y
Board Room 1	Per hour	\$ 47.50	\$ 48.50	\$ 1.00	2.1%	CNCL	Y
Board Room 2	Per hour	\$ 47.50	\$ 48.50	\$ 1.00	2.1%	CNCL	Y
Board Rooms 1 and 2 (combined)	Per hour	\$ 71.00	\$ 72.50	\$ 1.50	2.1%	CNCL	Y
Board Rooms 1 and 2, and Formal Room (combined) before 6pm	Per hour	\$ 132.00	\$ 135.00	\$ 3.00	2.3%	CNCL	Y
Board Rooms 1 and 2, and Formal Room (combined) after 6pm	Per hour	\$ 188.00	\$ 192.50	\$ 4.50	2.4%	CNCL	Y
Board Rooms 1 and 2, Formal Room and Council Chamber (combined) before 6pm	Per hour	\$ 204.00	\$ 209.00	\$ 5.00	2.5%	CNCL	Y
Board Rooms 1 and 2, Formal Room and Council Chamber (combined) after 6pm	Per hour	\$ 220.00	\$ 225.50	\$ 5.50	2.5%	CNCL	Y
Kitchen	Per hour	\$ 48.50	\$ 49.50	\$ 1.00	2.1%	CNCL	Y
Springvale Office							
Non-profit community groups							
Meeting Rooms 1 and 2 (Mon-Fri before 5pm)	Per hour	\$ 45.50	\$ 46.50	\$ 1.00	2.2%	CNCL	Y
Meeting Rooms 1 and 2 (Mon-Fri after 5pm)	Per hour	\$ 71.00	\$ 72.50	\$ 1.50	2.1%	CNCL	Y
Meeting Rooms 1 and 2 (weekends before 6pm only)	Per hour	\$ 81.50	\$ 83.50	\$ 2.00	2.5%	CNCL	Y
Standard							
Meeting Rooms 1 and 2 (Mon-Fri before 5pm)	Per hour	\$ 59.00	\$ 60.50	\$ 1.50	2.5%	CNCL	Y
Meeting Rooms 1 and 2 (Mon-Fri after 5pm)	Per hour	\$ 94.00	\$ 96.50	\$ 2.50	2.7%	CNCL	Y
Meeting Rooms 1 and 2 (weekends before 6pm only)	Per hour	\$ 99.00	\$ 101.50	\$ 2.50	2.5%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
SENIOR CITIZENS CENTRES							
<i>Includes Dandenong Central, Dandenong North, Latham Crescent and Springvale.</i>							
Security Bond							
Standard Bond - Community Group	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - General (previously Community Agency)	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - Commercial	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Community Group	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - General (previously Community Agency)	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Commercial	Per event	\$ 1,000.00	\$ 1,000.00	\$ -	0.0%	CNCL	N
Room set up and pack up - Monday to Friday							
Community Group	Per booking	\$ 22.20	N/A	Discontinued fee structure (new fee structure below)		CNCL	Y
Community Agency	Per booking	\$ 38.20	N/A			CNCL	Y
Commercial	Per booking	\$ 47.45	N/A			CNCL	Y
Standard (9am - 5pm)	Per booking	N/A	\$ 25.00	New fee structure		CNCL	Y
After-hours (after 5pm)	Per booking	N/A	\$ 50.00			CNCL	Y
Halls							
Community Group	Per hour	\$ 23.00	N/A	Discontinued fee structure (new fee structure by facility below)		CNCL	Y
Community Agency	Per hour	\$ 40.00	N/A			CNCL	Y
Commercial	Per hour	\$ 55.00	N/A			CNCL	Y
Dandenong North Seniors Centre, Dandenong Central Senior Centre - Memorial.							
Community Group	Per hour	\$ 23.00	\$ 23.50	\$ 0.50	2.2%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	Y
Commercial	Per hour	\$ 55.00	\$ 56.00	\$ 1.00	1.8%	CNCL	Y
Latham Crescent Seniors Centre							
Community Group	Per hour	\$ 23.00	\$ 23.00	\$ -	0.0%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 40.00	\$ 40.00	\$ -	0.0%	CNCL	Y
Commercial	Per hour	\$ 55.00	\$ 55.00	\$ -	0.0%	CNCL	Y
Springvale Senior Citizen Centre							
Main Hall							
Community Group	Per hour	\$ 23.00	\$ 23.50	\$ 0.50	2.2%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	Y
Commercial	Per hour	\$ 55.00	\$ 56.00	\$ 1.00	1.8%	CNCL	Y
Multi Purpose Room (Springvale only)							
Community Group	Per hour	\$ 12.00	\$ 12.50	\$ 0.50	4.2%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 18.00	\$ 18.50	\$ 0.50	2.8%	CNCL	Y
Commercial	Per hour	\$ 24.00	\$ 24.60	\$ 0.60	2.5%	CNCL	Y
All Senior Citizen Centres							
Additional cleaning fee	Per hour	Commercial rate + 20%	Commercial rate + 20%	N/A	N/A	CNCL	Y
Minimum 5 hour block booking required for Private Functions on a Friday, Saturday and Sunday							
JAN WILSON COMMUNITY CENTRE							
Security Bond							
Standard Bond - Community Group	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - General (previously Community Agency)	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - Commercial	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Community Group	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - General (previously Community Agency)	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Commercial	Per event	\$ 1,000.00	\$ 1,000.00	\$ -	0.0%	CNCL	N

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Room set up and pack up - Monday to Friday							
Community Group	Per booking	\$ 22.20	N/A	Discontinued fee structure (new fee structure below)		CNCL	Y
Community Agency	Per booking	\$ 38.20	N/A			CNCL	Y
Commercial	Per booking	\$ 48.50	N/A			CNCL	Y
Standard (9am - 5pm)	Per booking	N/A	\$ 25.00	New fee structure		CNCL	Y
After-hours (after 5pm)	Per booking	N/A	\$ 50.00			CNCL	Y
Rooms 1 and 2							
Community Group	Per hour	\$ 25.00	\$ 25.50	\$ 0.50	2.0%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	Y
Commercial	Per hour	\$ 60.00	\$ 62.00	\$ 2.00	3.3%	CNCL	Y
Training / Meeting Room							
Community Group	Per hour	\$ 12.00	\$ 12.00	\$ -	0.0%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 19.00	\$ 19.50	\$ 0.50	2.6%	CNCL	Y
Commercial	Per hour	\$ 27.00	\$ 28.00	\$ 1.00	3.7%	CNCL	Y
Multi Purpose Room							
Community Group	Per hour	\$ 33.00	\$ 33.50	\$ 0.50	1.5%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 50.00	\$ 51.00	\$ 1.00	2.0%	CNCL	Y
Commercial	Per hour	\$ 80.00	\$ 82.00	\$ 2.00	2.5%	CNCL	Y
Kitchen							
Community Group	Per hour	\$ 12.00	\$ 12.50	\$ 0.50	4.2%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 19.00	\$ 20.00	\$ 1.00	5.3%	CNCL	Y
Commercial	Per hour	\$ 33.00	\$ 35.00	\$ 2.00	6.1%	CNCL	Y
All Rooms							
Additional cleaning fee	Per hour	Commercial rate + 20%	Commercial rate + 20%	N/A	N/A	CNCL	Y
<i>Minimum 5 hour block booking required for Private Functions on a Friday, Saturday and Sunday</i>							
WARNER RESERVE							
Security Bond							
Standard Bond - Community Group	Per event	\$ 200.00	N/A	Discontinued fee		CNCL	N
Standard Bond - Community Agency	Per event	\$ 200.00	N/A			CNCL	N
Standard Bond - Commercial	Per event	\$ 500.00	N/A			CNCL	N
High Risk Event Bond - Community Group	Per event	\$ 500.00	N/A			CNCL	N
High Risk Event Bond - Community Agency	Per event	\$ 500.00	N/A			CNCL	N
High Risk Event Bond - Commercial	Per event	\$ 1,000.00	N/A			CNCL	N
Room set up and pack up - Monday to Friday							
Community Group	Per booking	\$ 22.20	N/A	Discontinued fee		CNCL	Y
Community Agency	Per booking	\$ 38.20	N/A			CNCL	Y
Commercial	Per booking	\$ 48.50	N/A			CNCL	Y
Warner Reserve Full Hall (capacity 180)							
Community	Per hour	\$ 23.00	N/A	Discontinued fee		CNCL	Y
Community Agency	Per hour	\$ 40.00	N/A			CNCL	Y
Commercial	Per hour	\$ 60.00	N/A			CNCL	Y
Additional cleaning fee	Per hour	Commercial rate + 20%	N/A	Discontinued fee		CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
TATTERSON PARK FUNCTION ROOMS (previously TATTERSON PARK COMMUNITY SPORTS COMPLEX)							
Security Bond							
Standard Bond - Community Group	Per event	\$ 200.00	\$ 500.00	\$ 300.00	150.0%	CNCL	N
Standard Bond - General (previously Community Agency)	Per event	\$ 200.00	\$ 1,000.00	\$ 800.00	400.0%	CNCL	N
Standard Bond - Commercial	Per event	\$ 500.00	\$ 1,500.00	\$ 1,000.00	200.0%	CNCL	N
High Risk Event Bond - Community Group	Per event	\$ 500.00	\$ 1,000.00	\$ 500.00	100.0%	CNCL	N
High Risk Event Bond - General (previously Community Agency)	Per event	\$ 500.00	\$ 2,000.00	\$ 1,500.00	300.0%	CNCL	N
High Risk Event Bond - Commercial	Per event	\$ 1,000.00	\$ 3,000.00	\$ 2,000.00	200.0%	CNCL	N
Room set up and pack up - Monday to Friday							
Community Group	Per booking	\$ 22.20	\$ 22.50	\$ 0.30	1.4%	CNCL	Y
General (previously Community Agency)	Per booking	\$ 38.20	\$ 39.00	\$ 0.80	2.1%	CNCL	Y
Commercial	Per booking	\$ 48.50	\$ 50.00	\$ 1.50	3.1%	CNCL	Y
Function Room 1 (capacity 80)							
Community	Per hour	\$ 40.00	\$ 53.00	\$ 13.00	32.5%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 50.00	\$ 72.00	\$ 22.00	44.0%	CNCL	Y
Commercial	Per hour	\$ 70.00	\$ 110.00	\$ 40.00	57.1%	CNCL	Y
Function Room 2 (capacity 80)							
Community	Per hour	\$ 40.00	\$ 53.00	\$ 13.00	32.5%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 50.00	\$ 72.00	\$ 22.00	44.0%	CNCL	Y
Commercial	Per hour	\$ 70.00	\$ 110.00	\$ 40.00	57.1%	CNCL	Y
Function Rooms 1 and 2 (capacity 160)							
Community	Per hour	\$ 70.00	\$ 95.00	\$ 25.00	35.7%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 90.00	\$ 140.00	\$ 50.00	55.6%	CNCL	Y
Commercial	Per hour	\$ 110.00	\$ 185.00	\$ 75.00	68.2%	CNCL	Y
Meeting Room 1 (Ground Floor)							
Community Group	Per hour	\$ 20.00	\$ 20.50	\$ 0.50	2.5%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 30.00	\$ 31.00	\$ 1.00	3.3%	CNCL	Y
Commercial	Per hour	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	Y
Meeting Room 2 (Level One)							
Community Group	Per hour	\$ 20.00	\$ 23.00	\$ 3.00	15.0%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 30.00	\$ 34.00	\$ 4.00	13.3%	CNCL	Y
Commercial	Per hour	\$ 40.00	\$ 46.00	\$ 6.00	15.0%	CNCL	Y
Meeting Room 3 (Level One)							
Community Group	Per hour	\$ 20.00	\$ 23.00	\$ 3.00	15.0%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 30.00	\$ 34.00	\$ 4.00	13.3%	CNCL	Y
Commercial	Per hour	\$ 40.00	\$ 46.00	\$ 6.00	15.0%	CNCL	Y
Meeting Rooms 2 and 3 (Level One)							
Community Group	Per hour	\$ 35.00	\$ 41.00	\$ 6.00	17.1%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 55.00	\$ 64.00	\$ 9.00	16.4%	CNCL	Y
Commercial	Per hour	\$ 75.00	\$ 87.00	\$ 12.00	16.0%	CNCL	Y
Commercial Kitchen (Level One)							
Community Group	Per hour	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 50.00	\$ 51.00	\$ 1.00	2.0%	CNCL	Y
Commercial	Per hour	\$ 60.00	\$ 61.50	\$ 1.50	2.5%	CNCL	Y
Setting up charge:							
- additional charge (covers 3 hours and is the minimum)	Per set up	N/A	\$ 336.00		New fee	CNCL	Y
- additional time per hour thereafter	Per hour	N/A	\$ 112.00		New fee	CNCL	Y
Additional cleaning:							
Additional cleaning fee	Per hour	Commercial rate + 20%	N/A		Discontinued fee	CNCL	Y
Additional charge per hour	Per hour	N/A	\$ 180.00		New fee	CNCL	Y
Minimum 5 hour block booking required for private functions on a Friday, Saturday and Sunday							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Paddy O'Donoghue Centre							
Security Bond							
Standard Bond - Community Group	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - General (previously Community Agency)	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - Commercial	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Community Group	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - General (previously Community Agency)	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Commercial	Per event	\$ 1,000.00	\$ 1,000.00	\$ -	0.0%	CNCL	N
Room set up and pack up - Monday to Friday							
Community Group	Per booking	\$ 22.20	N/A	Discontinued fee structure (new fee structure below)		CNCL	Y
Community Agency	Per booking	\$ 38.20	N/A			CNCL	Y
Commercial	Per booking	\$ 48.50	N/A			CNCL	Y
Standard (9am - 5pm)	Per booking	N/A	\$ 25.00	New fee structure		CNCL	Y
After-hours (after 5pm)	Per booking	N/A	\$ 50.00	New fee structure		CNCL	Y
Rooms 1 or 2							
Community Group	Per hour	\$ 17.00	\$ 17.00	\$ -	0.0%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 24.00	\$ 24.50	\$ 0.50	2.1%	CNCL	Y
Commercial	Per hour	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	Y
Rooms 3 or 4							
Community Group	Per hour	\$ 12.00	\$ 12.00	\$ -	0.0%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 19.00	\$ 19.50	\$ 0.50	2.6%	CNCL	Y
Commercial	Per hour	\$ 26.00	\$ 28.00	\$ 2.00	7.7%	CNCL	Y
Main Hall							
Community Group	Per hour	\$ 28.00	\$ 28.50	\$ 0.50	1.8%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 38.00	\$ 39.00	\$ 1.00	2.6%	CNCL	Y
Commercial	Per hour	\$ 64.00	\$ 66.00	\$ 2.00	3.1%	CNCL	Y
General Office 1 or 2 (previously General Office)							
Community Group	Per hour	\$ 12.00	\$ 12.00	\$ -	0.0%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 19.00	\$ 19.50	\$ 0.50	2.6%	CNCL	Y
Commercial	Per hour	\$ 27.00	\$ 28.00	\$ 1.00	3.7%	CNCL	Y
Room 5							
Community Group	Per hour	\$ 12.00	\$ 12.00	\$ -	0.0%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 19.00	\$ 19.50	\$ 0.50	2.6%	CNCL	Y
Commercial	Per hour	\$ 27.00	\$ 28.00	\$ 1.00	3.7%	CNCL	Y
Room 6 (previously Game Room)							
Community Group	per hour	\$ 12.00	\$ 12.00	\$ -	0.0%	CNCL	Y
General (previously Community Agency)	per hour	\$ 19.00	\$ 19.50	\$ 0.50	2.6%	CNCL	Y
Commercial	per hour	\$ 27.00	\$ 28.00	\$ 1.00	3.7%	CNCL	Y
Kitchens							
Community Group	Per hour	\$ 17.00	\$ 17.00	\$ -	0.0%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 30.00	\$ 30.50	\$ 0.50	1.7%	CNCL	Y
Commercial	Per hour	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	Y
All Rooms and Halls							
Additional cleaning fee	Per hour	Commercial rate + 20%	Commercial rate + 20%	N/A	N/A	CNCL	Y
<i>Minimum 5 hour block booking required for private functions on a Friday, Saturday and Sunday</i>							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
The Castle							
Security Bond							
Standard Bond - Community Group	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - General (previously Community Agency)	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - Commercial	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Community Group	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - General (previously Community Agency)	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Commercial	Per event	\$ 1,000.00	\$ 1,000.00	\$ -	0.0%	CNCL	N
Room set up Monday to Friday							
Community Group	Per booking	\$ 22.20	N/A	Discontinued fee structure (new fee structure below)		CNCL	Y
Community Agency	Per booking	\$ 38.20	N/A			CNCL	Y
Commercial	Per booking	\$ 48.50	N/A			CNCL	Y
Standard (9am - 5pm)	Per booking	N/A	\$ 25.00	New fee structure		CNCL	Y
After-hours (after 5pm)	Per booking	N/A	\$ 50.00	New fee structure		CNCL	Y
Technical Staff (to operate sound and lighting system for events and functions etc)							
Community Group	Per hour	\$ 81.00	\$ 83.00	\$ 2.00	2.5%	CNCL	Y
General and Commercial	Per hour	\$ 98.00	\$ 100.00	\$ 2.00	2.0%	CNCL	Y
Main Hall, Balcony and Lounge (includes Kitchen)							
Community Group	Per hour	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	Y
General (previously Community Agency)	Per hour	\$ 60.00	\$ 61.00	\$ 1.00	1.7%	CNCL	Y
Commercial	Per hour	\$ 90.00	\$ 92.00	\$ 2.00	2.2%	CNCL	Y
Other							
Additional cleaning fee	Per hour	Commercial rate + 20%	Commercial rate + 20%	N/A	N/A	CNCL	Y
Security guard - minimum 4 hours, 1 guard per 50 people							
Monday to Friday	Per hour	Commercial rate	Commercial rate	N/A	N/A	CNCL	Y
Saturday	Per hour	Commercial rate	Commercial rate	N/A	N/A	CNCL	Y
Sunday	Per hour	Commercial rate	Commercial rate	N/A	N/A	CNCL	Y
Public Holiday	Per hour	Commercial rate	Commercial rate	N/A	N/A	CNCL	Y
<i>Minimum 5 hour block booking required for private functions on a Friday, Saturday and Sunday</i>							
Note: Non-Profit Community Groups and Organisations Groups/organisations seeking the not for profit community rate must either be an incorporated Association or auspiced by an Incorporated Association. Such groups must provide their Incorporation number as it appears on the Certificate of incorporation from Consumer Affairs Victoria. Those who fail to provide the incorporation number of the group or auspicing body (or equivalent) will be ineligible for the community rates. - Hire rates may vary depending on booking requirements. - All cancellation and booking variations will incur a fee.							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Public liability insurance cover <input type="checkbox"/>							
<i>Terms and conditions apply to Council's public liability insurance coverage, including a \$1,000 excess on any one claim. A certificate of currency (\$20 million) is required to avoid the following charges:</i>							
Single Event							
1-50 people (no alcohol)	Per hire	\$ 51.50	\$ 52.80	\$ 1.30	2.5%	CNCL	Y
1-50 people (with alcohol)	Per hire	\$ 72.00	\$ 73.80	\$ 1.80	2.5%	CNCL	Y
51-300 (no alcohol)	Per hire	\$ 72.00	\$ 73.80	\$ 1.80	2.5%	CNCL	Y
51-300 (with alcohol)	Per hire	\$ 113.00	\$ 115.80	\$ 2.80	2.5%	CNCL	Y
301-1000 (no alcohol)	Per hire	\$ 92.50	\$ 94.80	\$ 2.30	2.5%	CNCL	Y
301-1000 (with alcohol)	Per hire	\$ 154.00	\$ 157.80	\$ 3.80	2.5%	CNCL	Y
Meetings 1-50 people	Per hire	\$ 30.50	\$ 31.25	\$ 0.75	2.5%	CNCL	Y
Meetings 51-300 people	Per hire	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	Y
Stallholders, performers and others (1-50 attendees)	Per hire	\$ 30.50	\$ 31.25	\$ 0.75	2.5%	CNCL	Y
Stallholders, performers and others (51-300 attendees)	Per hire	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	Y
Stallholders, performers and others (301-1000 attendees)	Per hire	\$ 51.50	\$ 52.80	\$ 1.30	2.5%	CNCL	Y
Multi Event							
1-50 people (meeting/exhibition)	Per hire	\$ 72.00	\$ 73.80	\$ 1.80	2.5%	CNCL	Y
51-300 people (meeting/exhibition)	Per hire	\$ 134.00	\$ 137.00	\$ 3.00	2.2%	CNCL	Y
300 + people (meeting/exhibition)	Per hire	\$ 196.00	\$ 200.00	\$ 4.00	2.0%	CNCL	Y
Stallholders, performers and others (1-50 attendees)	Per hire	\$ 72.00	\$ 73.80	\$ 1.80	2.5%	CNCL	Y
Stallholders, performers and others (51-300 attendees)	Per hire	\$ 134.00	\$ 137.00	\$ 3.00	2.2%	CNCL	Y
Stallholders, performers and others (301-1000 attendees)	Per hire	\$ 195.00	\$ 200.00	\$ 5.00	2.6%	CNCL	Y
Urban Screen							
Urban Screen - Commercial Advertising							
Low rotation (min 4 times per day)	Per month	\$ 1,500.00	\$ 1,500.00	\$ -	0.0%	CNCL	Y
High rotation (min 6 times per day)	Per month	\$ 2,000.00	\$ 2,000.00	\$ -	0.0%	CNCL	Y
Education sector rate (min 4 times per day)	Per month	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Asset Protection							
Asset protection permits:							
Building fee - inclusive of up to three inspections and administrative costs	Per property	\$ 287.80	\$ 295.00	\$ 7.20	2.5%	CNCL	N
Demolition fee - inclusive of up to two inspections and administrative costs	Per property	\$ 204.25	\$ 209.35	\$ 5.10	2.5%	CNCL	N
Additional inspection - resulting from a contractor's failure to comply with Council permit requirements or a permit holder's decision for Council to manage the repair of any damages on their behalf	Per inspection	\$ 70.15	\$ 71.90	\$ 1.75	2.5%	CNCL	N
Administration fee - resulting from a permit holder's decision for Council to manage the repair of any damages on their behalf (does not include the actual cost of reinstatement)	Per property	\$ 109.35	\$ 112.10	\$ 2.75	2.5%	CNCL	N
Asset protection bonds:							
Residential properties	Per application	\$ 1,500.00	\$ 2,000.00	\$ 500.00	33.3%	CNCL	N
Commercial / industrial properties	Per application	\$ 2,000.00	\$ 2,500.00	\$ 500.00	25.0%	CNCL	N
Asset protection pre-commencement inspections							
Proposed fee for inspection	Per application	N/A	\$ 200.00	New fee		CNCL	N
Notes: The full cost of any reinstatement works carried out by Council as a result of contractors failure to comply, will be recovered by Council from the permit holder - this will include the administration fee + additional inspection + actual cost of the reinstatement.							
Community Signage							
Administration fee	Per application	\$ 53.00	\$ 54.30	\$ 1.30	2.5%	CNCL	N
Sign on existing pole	Per permit	\$ 150.00	\$ 153.75	\$ 3.75	2.5%	CNCL	N
Sign and new pole	Per permit	\$ 253.00	\$ 259.30	\$ 6.30	2.5%	CNCL	N
Notes on Community Signage							
1) The sign is to conform to Australian Standard AS1742 and is to be supplied to Council for installation.							
2) If the position of the sign requires closing part of a roadway, an additional Traffic Control charge will be applied (notified in advance).							
3) If the installation requires use of a "cherry-picker", an additional charge will be applied depending on the current hire rates (notified in advance).							
4) If the installation involves fixing to High Voltage (HV) assets, a charge will be applied to cover third party Contractor costs (notified in advance).							
Sportsgrounds (casual hire)							
Sporting Facilities - e.g. Greaves Reserve, Police Paddocks, Booth Reserve, etc							
Daily casual hire fee:							
Government Schools (within City of Greater Dandenong)	Per day	\$ 60.00	\$ 61.50	\$ 1.50	2.5%	CNCL	Y
Non Government Schools	Per day	\$ 120.00	\$ 123.00	\$ 3.00	2.5%	CNCL	Y
Government Schools (from outside City of Greater Dandenong)	Per day	\$ 90.00	\$ 92.25	\$ 2.25	2.5%	CNCL	Y
District School Event Bookings (if more than 50% of participants are from outside City of Greater Dandenong)	Per day	\$ 120.00	\$ 123.00	\$ 3.00	2.5%	CNCL	Y
Community group (local) - standard booking	Per day	\$ 120.00	\$ 123.00	\$ 3.00	2.5%	CNCL	Y
Community group (local) - junior team booking	Per day	\$ 60.00	\$ 61.50	\$ 1.50	2.5%	CNCL	Y
Community group (from outside Greater Dandenong) - standard booking	Per day	\$ 240.00	\$ 246.00	\$ 6.00	2.5%	CNCL	Y
Commercial organisation - standard booking	Per day	\$ 240.00	\$ 246.00	\$ 6.00	2.5%	CNCL	Y
Other fees:							
Ross Reserve Athletic Track - schools within City of Greater Dandenong (minimum 2 hours)	Per hour	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	Y
Ross Reserve Athletic Track - schools outside City of Greater Dandenong (minimum 2 hours)	Per hour	\$ 60.00	\$ 61.50	\$ 1.50	2.5%	CNCL	Y
Softball / Baseball Diamonds	Per day	\$ 150.00	\$ 153.75	\$ 3.75	2.5%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Passive Open Space							
Passive Reserves - e.g. Dandenong Park, Burden Park, Hemmings Park, Tirhatuan Park, etc							
Daily casual hire *							
Hire fee (see applicable bond below)							
21 – 50 people	Per day	\$ 150.00	N/A			Discontinued fees	CNCL Y
51 – 100 people	Per day	\$ 150.00	N/A				CNCL Y
101 – 200 people	Per day	\$ 150.00	N/A				CNCL Y
201 – 300 people	Per day	\$ 400.00	N/A				CNCL Y
301 – 400 people	Per day	\$ 400.00	N/A				CNCL Y
401 – 500 people	Per day	\$ 400.00	N/A				CNCL Y
501 – 600 people	Per day	\$ 400.00	\$ 410.00	\$ 10.00	2.5%		CNCL Y
601 – 700 people	Per day	\$ 1,000.00	N/A			Discontinued fees	CNCL Y
701 – 800 people	Per day	\$ 1,000.00	N/A				CNCL Y
801 – 900 people	Per day	\$ 1,000.00	N/A				CNCL Y
901 – 1000 people	Per day	\$ 1,000.00	N/A				CNCL Y
501 – 1000 people	Per day	\$ 1,000.00	\$ 1,025.00	\$ 25.00	2.5%		CNCL Y
1001 – 1500 people	Per day	\$ 1,925.00	\$ 1,973.10	\$ 48.10	2.5%		CNCL Y
1500+ people	To be negotiated	To be negotiated	To be negotiated	To be negotiated	To be negotiated		CNCL Y
<i>* Daily casual hire - Passive Open Space hire fees override the Sportsground hire charge, when the overall numbers exceed 200 people. Booking fee applies to exclusive booking with formal group activity. Incorporated Greater Dandenong Community Groups are entitled to a 50% discount. Registered Charities - no charge. Copy of Australian Charity Not For Profit Commission (ACNC) reistration required.</i>							
Security bond (applicable to hire fee above)							
21 – 50 people	Per hire	\$ 124.85	N/A			Discontinued fees	CNCL N
51 – 100 people	Per hire	\$ 124.85	N/A				CNCL N
101 – 200 people	Per hire	\$ 124.85	N/A				CNCL N
201 – 300 people	Per hire	\$ 624.15	N/A				CNCL N
301 – 400 people	Per hire	\$ 624.15	N/A				CNCL N
401 – 500 people	Per hire	\$ 624.15	N/A				CNCL N
501 – 600 people	Per hire	\$ 624.15	\$ 639.75	\$ 15.60	2.5%		CNCL N
601 – 700 people	Per hire	\$ 1,248.25	N/A			Discontinued fees	CNCL N
701 – 800 people	Per hire	\$ 1,248.25	N/A				CNCL N
801 – 900 people	Per hire	\$ 1,248.25	N/A				CNCL N
901 – 1000 people	Per hire	\$ 1,248.25	N/A				CNCL N
501 – 1000 people	Per hire	\$ 1,248.25	\$ 1,279.45	\$ 31.20	2.5%		CNCL N
1001 – 1500 people	Per hire	\$ 1,872.50	\$ 1,919.30	\$ 46.80	2.5%		CNCL N
1500+ people	Per hire	To be negotiated	To be negotiated	N/A	N/A		CNCL N
Tattersall Park - Casual portable (temporary) changeroom hire							
Change room cleaning (includes change area, shower and toilet facilities)	Per pavilion hire/per change room	\$ 74.49	N/A			Discontinued fee	CNCL Y
Tattersall Park - Casual floodlighting hire							
Casual evening use - minimum hire two hours	Minimum 2 hour block	\$ 89.50	\$ 91.75	\$ 2.25	2.5%		CNCL Y
Casual evening use - thereafter every hour	Per hour	\$ 59.64	\$ 61.15	\$ 1.51	2.5%		CNCL Y
City of Greater Dandenong Seasonally Allocated Club - Pre-season training casual hire							
Pre-season training for seasonally allocated City of Greater Dandenong Sporting Clubs per ground. Two hour session (minimum charge and maximum time allocation)	Per hour (Minimum charge 2 hours)	\$ 30.93	\$ 60.00	\$ 29.07	94.0%		CNCL Y
Ancillary charges and discounts: Full cost recovery for additional waste/cleaning services in addition to standard service levels in accordance with approved Events Application form. Registered charities are eligible to a discount of 100% and incorporated community groups may be eligible to a 50% discount for special events.							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Subdivision and Other Fees (including Vehicular Crossing Permit)							
Subdivision charges							
Supervision of works (maximum fee)	Per request	2.5% of estim. cost of works	2.5% of estim. cost of works	N/A	N/A	REG	N
Checking of engineering plans (maximum fee)	Per request	0.75% of estim. cost of works proposed in eng. plan	0.75% of estim. cost of works proposed in eng. plan	N/A	N/A	REG	N
Other fees							
Civil works permit (works within road reserves permit)	Per permit	\$ 153.00	\$ 157.00	\$ 4.00	2.6%	REG	N
Vehicular crossing permit (works within road reserves permit)	Per permit	\$ 153.00	\$ 157.00	\$ 4.00	2.6%	REG	N
Minor works (works within road reserves permit)	Per permit	\$ 153.00	\$ 157.00	\$ 4.00	2.6%	REG	N
Drainage plan approval and supervision for multi unit, commercial and industrial development	Per application	N/A	\$ 487.50	New fee		CNCL	N
Notes: 1. Subdivisions of three lots or more will generally require a Public Open Space contribution. 2. The subdivision charges and other fees above with a fee basis of REG are set under state legislation, which is a set fee per unit. The dollar value of the set fee per unit has now been indexed by State Government and is subject to annual review.							
Waste Management Services							
Kerbside Waste and Recycling Collection Service							
Option A - 1 X 120 litre Garbage Bin, 1 x 240 litre Recycling Bin & 1 x 240 litre Garden Bin *	Per service	\$ 325.00	\$ 378.00	\$ 53.00	16.3%	CNCL	N
Option B - 1 X 80 litre Garbage Bin, 1 x 240 litre Recycling Bin & 1 x 240 litre Garden Bin *	Per service	\$ 298.00	\$ 347.00	\$ 49.00	16.4%	CNCL	N
Option C - 1 X 120 litre Garbage Bin, 1 x 240 litre Recycling Bin & 1 x 120 litre Garden Bin *	Per service	\$ 310.00	\$ 361.00	\$ 51.00	16.5%	CNCL	N
Option D - 1 X 80 litre Garbage Bin, 1 x 240 litre Recycling Bin & 1 x 120 litre Garden Bin *	Per service	\$ 285.00	\$ 331.00	\$ 46.00	16.1%	CNCL	N
Option E - 1 X 120 litre Garbage Bin, 1 x 240 litre Recycling Bin and NO Garden Bin *	Per service	\$ 269.00	\$ 313.00	\$ 44.00	16.4%	CNCL	N
Option F - 1 X 80 litre Garbage Bin, 1 x 240 litre Recycling Bin and NO Garden Bin *	Per service	\$ 244.00	\$ 284.00	\$ 40.00	16.4%	CNCL	N
Minimum waste charge for each residential property *	Per year	\$ 244.00	\$ 284.00	\$ 40.00	16.4%	CNCL	N
* State Government Landfill Levy of \$39 is included in 2018-19 (\$39 in 2017-18)							
New services after the commencement of the financial year will be charged pro-rata for the period remaining in the financial year. For a change to a different service model, a pro-rata payment adjustment will apply to the new service option charge.							
Additional bin services							
Additional garbage bin service (120 litre) – issued subject to condition	Per service	\$ 152.00	\$ 177.00	\$ 25.00	16.4%	CNCL	N
Supply of garbage bin (120 litre) **	Per bin	\$ 35.00	\$ 36.00	\$ 1.00	2.9%	CNCL	N
Additional domestic recycling collection service - fortnightly (240 litre)	Per service	\$ 38.00	\$ 44.00	\$ 6.00	15.8%	CNCL	N
Supply of recycling bin (240 litre) **	Per bin	\$ 42.10	\$ 43.00	\$ 0.90	2.1%	CNCL	N
Additional garden waste collection service - fortnightly (240 litre)	Per service	\$ 79.00	\$ 92.00	\$ 13.00	16.5%	CNCL	N
Supply of garden bin (240 litre) **	Per bin	\$ 42.10	\$ 43.00	\$ 0.90	2.1%	CNCL	N
** The 'one off' charge for the supply of bins applies when a resident requests an additional bin.							
Other bin charges							
Bin option change of selection (bin changeover charge)	Per bin	\$ 16.70	\$ 17.10	\$ 0.40	2.4%	CNCL	N
Recycling bin option - upgrade of 240 litre recycling bin to a 360 litre recycling bin	Per bin	\$ 92.60	\$ 94.60	\$ 2.00	2.2%	CNCL	N
Hard waste collection – one free "at call", per year	Per year	One free "at call" per year	One free "at call" per year	N/A	N/A	CNCL	N
Bin delivery	Per bin	\$ 15.30	\$ 15.60	\$ 0.30	2.0%	CNCL	N

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Traffic Management							
Traffic Management Plans							
<i>Works (other than minor works conducted by person referred to in Regulation 10(2) of the Road Management (Works and Infrastructure) Regulations 2015 that are traffic impact works):</i>							
Municipal road where speed limit > 50 kilometres per hour [conducted on any part of the roadway, shoulder or pathway]	Per assessment	\$ 604.96	\$ 612.90	\$ 7.94	1.3%	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour [conducted on any part of the roadway, shoulder or pathway]	Per assessment	\$ 329.83	\$ 334.20	\$ 4.37	1.3%	REG	N
Municipal road where speed limit > 50 kilometres per hour [NOT] conducted on any part of the roadway, shoulder or pathway]	Per assessment	\$ 329.83	\$ 334.20	\$ 4.37	1.3%	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour [NOT] conducted on any part of the roadway, shoulder or pathway]	Per assessment	\$ 84.21	\$ 85.30	\$ 1.09	1.3%	REG	N
<i>Minor works (other than minor works conducted by person referred to in Regulation 10(2) of the Road Management (Works and Infrastructure) Regulations 2015 that are traffic impact works):</i>							
Municipal road where speed limit > 50 kilometres per hour [conducted on any part of the roadway, shoulder or pathway]	Per assessment	\$ 130.55	\$ 132.20	\$ 1.65	1.3%	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour [conducted on any part of the roadway, shoulder or pathway]	Per assessment	\$ 130.55	\$ 132.20	\$ 1.65	1.3%	REG	N
Municipal road where speed limit > 50 kilometres per hour [NOT] conducted on any part of the roadway, shoulder or pathway]	Per assessment	\$ 84.21	\$ 85.30	\$ 1.09	1.3%	REG	N
Municipal road where speed limit does not exceed 50 kilometres per hour [NOT] conducted on any part of the roadway, shoulder or pathway]	Per assessment	\$ 84.21	\$ 85.30	\$ 1.09	1.3%	REG	N
Other							
Additional traffic survey	Per assessment	\$ 45.90	\$ 47.05	\$ 1.15	2.5%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Building Permits							
Includes examination and surveying of plans and specifications, mandatory inspection of building work during course of construction and issuance of relevant certificates. The fees are payable upon lodgement of the building application. The fee schedule indicates the basis for charging in most instances. Fees are set to reflect the cost of performing the service. Checking of specialist system designs (structural, mechanical, electrical and hydraulic), where necessary and/or where an appropriate design compliance certificate is not provided, is charged on a cost recovery basis.							
The following costs apply in addition to the basic fee schedule: - Special performance based assessments and applications for reporting authority consents are charged on a cost recovery basis. - Preparation of protection works notices or other necessary building orders or notices are charged at an hourly rate of \$100.00 per hour (GST applicable). Base fee allows for a standard number of inspections per project. Additional inspection fees apply for additional inspections.							
Class 1a and Class 10							
Minor work							
- carports, fences, masts etc.	Per permit	\$ 645.00	\$ 661.10	\$ 16.10	2.5%	CNCL	Y
- garage & carports	Per permit	\$ 711.50	\$ 729.30	\$ 17.80	2.5%	CNCL	Y
- swimming pools	Per permit	\$ 811.75	\$ 832.05	\$ 20.30	2.5%	CNCL	Y
All other works							
- alterations, additions to \$60,000 (min) - registered builder	Per permit	\$ 990.25	\$ 1,015.00	\$ 24.75	2.5%	CNCL	Y
- alterations, additions over \$60,000 - registered builder	Per permit	Cost/75	Cost/75	N/A	N/A	CNCL	Y
- alterations, additions to \$60,000 (min) - owner/builder	Per permit	\$ 1,225.00	\$ 1,255.65	\$ 30.65	2.5%	CNCL	Y
- alterations, additions over \$60,000 - owner/builder	Per permit	Cost/59	Cost/59	N/A	N/A	CNCL	Y
Dwellings							
Construction cost to \$165,000 - registered builder	Per permit	\$ 1,493.20	\$ 1,530.55	\$ 37.35	2.5%	CNCL	Y
Construction cost over \$165,000 - registered builder	Per permit	Cost/125	Cost/125	N/A	N/A	CNCL	Y
Construction cost to \$165,000 - owner/builder	Per permit	\$ 1,731.75	\$ 1,775.05	\$ 43.30	2.5%	CNCL	Y
Construction cost over \$165,000 - registered builder	Per permit	Cost/115	Cost/115	N/A	N/A	CNCL	Y
Class 2 to Class 9							
Commercial works							
Up to \$30,000	Per permit	\$ 627.50	\$ 643.20	\$ 15.70	2.5%	CNCL	Y
\$30,000 - \$100,000	Per permit	Value x 1.1% + \$330	Value x 1.1% + \$330	N/A	N/A	CNCL	Y
\$100,000 - \$500,000	Per permit	Value x 0.275% + \$1,215	Value x 0.275% + \$1,215	N/A	N/A	CNCL	Y
\$500,000 - \$2,000,000	Per permit	Value x 0.1375% + \$2,200	Value x 0.1375% + \$2,200	N/A	N/A	CNCL	Y
Over \$2,000,000	Per permit	Value x 0.22% + \$470	Value x 0.22% + \$470	N/A	N/A	CNCL	Y
Demolition permits							
Any Class 1 Building	Per dwelling	\$ 670.50	\$ 687.25	\$ 16.75	2.5%	CNCL	Y
Multiple Class 1	Per unit	\$ 448.45	\$ 459.65	\$ 11.20	2.5%	CNCL	Y
Variations to permits							
Changes not requiring additional inspection	Per request	\$ 251.00	\$ 257.25	\$ 6.25	2.5%	CNCL	Y
Changes requiring up to two additional inspections	Per request	\$ 441.80	\$ 452.85	\$ 11.05	2.5%	CNCL	Y
Extending the time of permits							
Class 1 and 10	Per request	\$ 374.40	\$ 383.75	\$ 9.35	2.5%	CNCL	N
Class 2 to 9 (min or as assessed)	Per request	\$ 436.95	\$ 447.85	\$ 10.90	2.5%	CNCL	N
Hoarding permits							
Precautions erected over the street - application fee	Per application	\$ 271.40	\$ 278.20	\$ 6.80	2.5%	CNCL	N

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Precautions erected over the street	Per permit	Minimum of \$197.00/mth or \$8.00/m2 per mth or part thereof	Minimum of \$197.00/mth or \$8.00/m2 per mth or part thereof	N/A	N/A	CNCL	N
Inspections							
Removals - inspection of buildings to be removed from within the Municipal District	Per inspection	\$ 627.50	\$ 643.20	\$ 15.70	2.5%	CNCL	Y
Retentions - for the purpose of obtaining Council consent for the retention of illegal buildings	Per request	\$550.00 to \$1,100.00	\$550.00 to \$1,100.00	N/A	N/A	CNCL	Y
Swimming pools - inspection of pool safety barrier under Regulation 5.13 and letter to applicant	Per inspection	\$ 357.85	\$ 366.80	\$ 8.95	2.5%	CNCL	Y
Outside ordinary span of hours - mandatory building inspections	Per inspection (minimum)	\$ 119.30	\$ 122.30	\$ 3.00	2.5%	CNCL	Y
Other services - any service/permit not otherwise provided for:							
Class 1 and 10 (including Section 173 agreement)	Minimum	\$ 359.00	\$ 367.95	\$ 8.95	2.5%	CNCL	Y
Class 2 to 9	Per hour and part	\$ 176.70	\$ 181.10	\$ 4.40	2.5%	CNCL	Y
File/plan search request - Class 1 or 10 (includes copy of plans if required)	Per request	\$ 110.50	\$ 113.25	\$ 2.75	2.5%	CNCL	Y
File/plan search requests - Class 2 to 9 (includes copy of plans if required)	Per request	\$ 132.55	\$ 135.85	\$ 3.30	2.5%	CNCL	Y
Copy of plans (all classes)							
- A4 size	Per copy	\$ 1.65	\$ 1.70	\$ 0.05	3.0%	CNCL	Y
- A3 size	Per copy	\$ 2.80	\$ 2.85	\$ 0.05	1.8%	CNCL	Y
- A2 size	Per copy	\$ 5.50	\$ 5.65	\$ 0.15	2.7%	CNCL	Y
- A1 size	Per copy	\$ 8.30	\$ 8.50	\$ 0.20	2.4%	CNCL	Y
- Larger than A1 size	Per copy	\$ 11.10	\$ 11.40	\$ 0.30	2.7%	CNCL	Y
Providing a CD of any plans or documents	Per CD	\$ 11.10	\$ 11.40	\$ 0.30	2.7%	CNCL	Y
Regulatory Building Fees & Charges - The following fees with a basis of REG are set under state legislation, which is a set fee per unit. The dollar value of the set fee per unit has now been indexed by State Government and is subject to annual review. Council is not able to accurately predict the fee unit amounts. These fees will be published on Council's website when gazetted by the State Government.							
Building permit levy							
Section 201 (Building Act 1993). This levy is passed directly to the State Government	Per permit	0.0064% of cost of works	0.0064% of cost of works	N/A	N/A	REG	N
Lodgement fees							
For building works greater than \$5,000:							
- Class 1 and 10	Per lodgement	\$ 38.30	\$ 39.10	\$ 0.80	2.1%	REG	N
- Class 2 to 9	Per lodgement	\$ 38.30	\$ 39.10	\$ 0.80	2.1%	REG	N
Dispensation or permit to build over easement							
Class 1 and 10	Per permit	\$ 256.90	\$ 262.10	\$ 5.20	2.0%	REG	N
Class 2 to 9	Per permit	\$ 256.90	\$ 262.10	\$ 5.20	2.0%	REG	N
Requests for information							
Regulation 326 (formerly 312) of the Building Regulations 2016	Per request	\$ 51.20	\$ 52.20	\$ 1.00	2.0%	REG	N
Requests for heritage information	Per request	\$ 64.10	\$ 65.40	\$ 1.30	2.0%	REG	N
Copy of any building certificate - residential (this is a search fee and is not refundable)	Per information	\$ 107.50	\$ 110.20	\$ 2.70	2.5%	CNCL	N
Copy of any building certificate - commercial (this is a search fee and is not refundable)	Per information	\$ 128.50	\$ 131.70	\$ 3.20	2.5%	CNCL	N
Storm water discharge points (legal point of discharge)							
Single occupancy (including outbuildings or extensions)	Per request	\$ 64.10	\$ 65.40	\$ 1.30	2.0%	REG	N
Dual or multiple occupancy	Per request	\$ 64.10	\$ 65.40	\$ 1.30	2.0%	REG	N
Commercial &/or industrial property	Per request	\$ 64.10	\$ 65.40	\$ 1.30	2.0%	REG	N
Location of adjoining Council drains	Per request	\$ 64.10	\$ 65.40	\$ 1.30	2.0%	REG	N
Flood level information	Per request	\$ 104.50	\$ 106.50	\$ 2.00	1.9%	REG	N
Landfill information	Per request	\$ 64.10	\$ 65.40	\$ 1.30	2.0%	REG	N

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Regulatory Services & Local Laws							
Healthwise - Environmental Health							
Registration – Health Services (Public Health Wellbeing Act)							
Hairdressing - registration and plans assessment	Once off	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	CNCL	N
Ear piercing	Yearly	\$ 166.00	\$ 180.00	\$ 14.00	8.4%	CNCL	N
Beauty parlours	Yearly	\$ 166.00	\$ 180.00	\$ 14.00	8.4%	CNCL	N
Tattooists	Yearly	\$ 400.00	\$ 410.00	\$ 10.00	2.5%	CNCL	N
Skin penetration	Yearly	\$ 400.00	\$ 410.00	\$ 10.00	2.5%	CNCL	N
Registration – Prescribed Accommodation (Public Health and Wellbeing Act)							
All prescribed accommodation except rooming (previously Motel/Hotel - registration)	Yearly	\$ 400.00	\$ 410.00	\$ 10.00	2.5%	CNCL	N
Rooming House Registration	Yearly	\$ 500.00	\$ 512.50	\$ 12.50	2.5%	CNCL	N
Transfer of registration (excludes any conditional fee applied)	Per registration transfer	50% of total (previous paid) reg. fee	N/A	Discontinued fee structure (new fee structure below)		CNCL	N
Transfer of registration - Health Services Low Risk	Per registration transfer	N/A	\$ 180.00	New fee structure		CNCL	N
Transfer of registration - Health Services High Risk	Per registration transfer	N/A	\$ 410.00	New fee structure		CNCL	N
Transfer of registration - Prescribed Accommodation - excluding rooming houses	Per registration transfer	N/A	\$ 410.00	New fee structure		CNCL	N
Transfer of registration - Rooming Houses	Per registration transfer	N/A	\$ 510.00	New fee structure		CNCL	N
Community group / Charity / Not-for-profit	Yearly	No charge	No charge	N/A	N/A	CNCL	N
Assessment of plans (All new Public Health and Wellbeing Act (PHWA) applications - except hairdressing)	Per assessment	\$ 288.80	\$ 295.00	\$ 6.20	2.1%	CNCL	N
Registration – 'Streatrader' (mobile/temporary food trading) (formerly food vehicles)							
Class 1 or 2	Yearly	\$ 695.00	\$ 710.00	\$ 15.00	2.2%	CNCL	N
Class 1 or 2 (linked to a City of Greater Dandenong Food Act registration (F-number: Food Act registration reference number))	Yearly	\$ 244.00	\$ 250.00	\$ 6.00	2.5%	CNCL	N
Class 3	Yearly	\$ 244.00	\$ 250.00	\$ 6.00	2.5%	CNCL	N
Community group / charity	Yearly	No charge	No charge	N/A	N/A	CNCL	N
Registration – food premises							
Class 1:							
Registration renewal	Yearly	\$ 690.00	\$ 710.00	\$ 20.00	2.9%	CNCL	N
Initial registration	Once off	\$ 1,050.00	\$ 1,080.00	\$ 30.00	2.9%	CNCL	N
Class 2:							
Registration renewal (standard)	Yearly	\$ 690.00	\$ 710.00	\$ 20.00	2.9%	CNCL	N
Registration renewal (large)	Yearly	\$ 1,050.00	\$ 1,080.00	\$ 30.00	2.9%	CNCL	N
Initial registration	Once off	\$ 1,050.00	\$ 1,080.00	\$ 30.00	2.9%	CNCL	N
Class 3:							
Registration renewal (standard)	Yearly	\$ 244.00	\$ 250.00	\$ 6.00	2.5%	CNCL	N
Registration renewal (large)	Yearly	\$ 450.00	\$ 465.00	\$ 15.00	3.3%	CNCL	N
Initial registration	Once off	\$ 450.00	\$ 465.00	\$ 15.00	3.3%	CNCL	N
Community group / charity / not for profit	Yearly	No charge	No charge	N/A	N/A	CNCL	N

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Other food services							
Sec 19UA - hourly rate - premises assessment (Inspection other than under section 38B(1)(c))	Per hour	\$ 290.00	\$ 300.00	\$ 10.00	3.4%	CNCL	N
Request for inspection (5 working days)	Per request	\$ 288.80	\$ 300.00	\$ 11.20	3.9%	CNCL	N
Priority inspection (3 working days guarantee)	Per request	\$ 450.00	\$ 460.00	\$ 10.00	2.2%	CNCL	Y
Transfer of registration (excludes any conditional fee applied)	Per registration transfer	50% of total (previous paid) reg. fee	N/A	Discontinued fee structure (new fee structure below)		CNCL	N
Transfer of registration Class 1 and Class 2	Per registration transfer	N/A	\$ 415.00	New fee structure		CNCL	N
Transfer of registration Class 2 (large)	Per registration transfer	N/A	\$ 475.00	New fee structure		CNCL	N
Transfer of registration Class 3	Per registration transfer	N/A	\$ 250.00	New fee structure		CNCL	N
Transfer of registration Class 3 (large)	Per registration transfer	N/A	\$ 465.00	New fee structure		CNCL	N
Failed food sample	Per unit	\$ 150.00	\$ 150.00	\$ -	0.0%	CNCL	Y
Miscellaneous Fees							
Caravan parks*	Yearly	\$ 13.90	\$ 13.90	\$ -	0.0%	REG	N
Septic tanks	Yearly	\$ 500.00	\$ 510.00	\$ 10.00	2.0%	CNCL	N
* These fees are now set under state legislation, which is a set fee unit. The dollar value of the set fee unit has now been indexed by State Government and is subject to annual review. Council is not able to accurately predict the fee unit amounts and therefore the fee for 2018-19 is based on the current statutory fee at the time of preparing this report. The renewal fee for caravan parks is updated every three years by State Government.							
Parking							
Parking fees - Dandenong							
On-street ticket machines - Red Zones* (previously machines and meters)	Per hour	\$ 1.80	\$ 1.90	\$ 0.10	5.6%	CNCL	Y
On-street ticket machines - Yellow Zones*	Per hour	\$ 1.80	\$ 1.00	\$ -0.80	-44.4%	CNCL	Y
On-street ticket machines - Green Zones*	Per hour	\$ 1.80	\$ 0.50	\$ -1.30	-72.2%	CNCL	Y
Off-street ticket machines - Red Zones*	Per hour	\$ 1.50	\$ 1.50	\$ -	0.0%	CNCL	Y
Off-street ticket machines - Green Zones*	Per hour	\$ 1.50	\$ 0.50	\$ -1.00	-66.7%	CNCL	Y
Off-street ticket machines - Red Zones*	Per day	\$ 9.60	\$ 9.80	\$ 0.20	2.1%	CNCL	Y
Off-street early bird rate (Level 1) in before 8:30am, at following car parks: Clow Street South, Clow Street North, McCrae Street, Langhorne Street and 14-30 Walker Street.	Per day	\$ 6.00	N/A	Discontinued fee - new fee structure below		CNCL	Y
Off-street ticket machines early bird rate - Yellow Zones* in before 8:30am, at following car parks: McCrae Street, Robinson Street and Oldham Lane.	Per day	N/A	\$ 6.20	New fee structure		CNCL	Y
Off-street ticket machines rate - Green Zones* at following car parks: Hemmings Street, Rodd Street, Cnr Lonsdale/Thomas Street.	Per day	\$ 4.20	\$ 4.20	\$ -	0.0%	CNCL	Y
* The red, yellow and green zones will be published on Council's website.							
Dandenong Market car park	Per hour	\$ 0.50	\$ 0.50	\$ -	0.0%	CNCL	Y
Carroll Lane car park permit	Quarterly	\$ 150.00	\$ 200.00	\$ 50.00	33.3%	CNCL	Y
Carroll Lane car park permit	Six monthly	\$ 275.00	\$ 350.00	\$ 75.00	27.3%	CNCL	Y
Carroll Lane car park permit	Yearly	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	Y
Parking bays							
Shopping precincts - 1 to 4 consecutive days	Per space/day	\$ 49.50	\$ 51.00	\$ 1.50	3.0%	CNCL	N
Shopping precincts - weekly (5 or more consecutive days)	Per week/ bay or part thereof	\$ 238.30	\$ 245.00	\$ 6.70	2.8%	CNCL	N
Residential/industrial precincts (1 to 4 consecutive days)	Per space/day	\$ 24.75	\$ 26.00	\$ 1.25	5.1%	CNCL	N
Residential/industrial precincts - weekly (5 or more consecutive days)	Per week/ bay or part thereof	\$ 119.65	\$ 123.00	\$ 3.35	2.8%	CNCL	N
Parking fines - Council has elected to set the penalty for this offence at the maximum allowable under state legislation, which is 0.5 Penalty Unit. The dollar value of a Penalty Unit has now been indexed by State Government and is subject to annual review. Council is not able to accurately predict the penalty amounts and therefore no longer publishes them in this document. Current information can be obtained from the Department of Justice – Infringements Oversight Unit.							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Local Laws Permits							
Activities in reserves	Per event	\$ 44.00	\$ 45.00	\$ 1.00	2.3%	CNCL	N
Advertising signs (annual)	Yearly	\$ 245.00	\$ 252.00	\$ 7.00	2.9%	CNCL	N
Advertising signs (short term, per day, maximum 7 days)	Short term per day, max. 7 days	\$ 21.00	\$ 22.00	\$ 1.00	4.8%	CNCL	N
Advertising signs - Real Estate (annual)	Yearly	N/A	\$ 280.00	New fee		CNCL	N
Animal numbers *	On application	\$ 41.00	\$ 84.00	\$ 43.00	104.9%	CNCL	N
Busking (any 4 dates in a calendar month) *	Per event	\$ 20.65	\$ 21.00	\$ 0.35	1.7%	CNCL	N
Camping/Caravans	Per event	\$ 40.25	\$ 41.00	\$ 0.75	1.9%	CNCL	N
Interference with Council assets	Per event	\$ 40.25	\$ 41.00	\$ 0.75	1.9%	CNCL	N
Display merchandise/goods	Yearly	\$ 245.50	\$ 252.00	\$ 6.50	2.6%	CNCL	N
Display merchandise/goods (short term per day, maximum 7 days)	Short term per day, max. 7 days	\$ 20.65	\$ 21.00	\$ 0.35	1.7%	CNCL	N
Fires *	Per event	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	N
Fireworks display	Per event	N/A	\$ 150.00	New fee		CNCL	Y
Handbills (free to community non-profit organisations)	Per event	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	N
Heavy vehicles	Yearly	\$ 41.00	\$ 84.00	\$ 43.00	104.9%	CNCL	N
Liquor – consumption/possession *	Per event	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	N
Mobile crane - (\$500 refundable security deposit required with application)	First day	\$ 217.00	\$ 250.00	\$ 33.00	15.2%	CNCL	N
Mobile crane - subsequent days	Per day	\$ 116.00	\$ 120.00	\$ 4.00	3.4%	CNCL	N
Motor vehicle/machinery and second hand goods storage	Yearly	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	N
Motor vehicle repair *	Per event	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	N
Outdoor eating facilities (first table free) per table	Yearly	\$ 246.00	\$ 253.00	\$ 7.00	2.8%	CNCL	N
Plant vegetation on Council land *	Per event	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	N
Public space event approvals - up to 200 people attending (free to charitable & non-profit community groups)	Per event	N/A	\$ 150.00	New fee		CNCL	N
Public space event approvals - 201-500 people attending (free to charitable & non-profit community groups)	Per event	N/A	\$ 400.00	New fee		CNCL	N
Public space event approvals - more than 500 people attending (free to charitable & non-profit community groups)	Per event	N/A	\$ 1,000.00	New fee		CNCL	N
Roadside vending - mobile only	Yearly	\$ 2,490.00	\$ 2,553.00	\$ 63.00	2.5%	CNCL	N
Roadside closures/hoardings (\$500 refundable security deposit required with application)	First seven days	\$ 217.00	\$ 250.00	\$ 33.00	15.2%	CNCL	N
Roadside closures/hoardings - second and subsequent weeks or part there-of	Per week	\$ 116.00	\$ 120.00	\$ 4.00	3.4%	CNCL	N
Skip bins (bulk rubbish containers) for first three days	First three days	\$ 108.00	\$ 111.00	\$ 3.00	2.8%	CNCL	N
Skip bins - fourth and subsequent days	Per day	\$ 14.00	\$ 15.00	\$ 1.00	7.1%	CNCL	N
Skip bins annual permit, bin companies only	Yearly	\$ 246.00	\$ 252.00	\$ 6.00	2.4%	CNCL	N
Soliciting trade (per day max 30 consecutive days)	Per event	\$ 20.00	\$ 21.00	\$ 1.00	5.0%	CNCL	N
Street trading/stalls - (free to charitable & non-profit community groups)	Per event	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	N
Street collecting, door to door	N/A	No charge	No charge	N/A	N/A	CNCL	N
Street parties/festivals/processions permit fee (free to charitable & non-profit community groups)	Per event	\$ 516.00	\$ 529.00	\$ 13.00	2.5%	CNCL	N
Street parties/festivals/processions security deposit (refundable)	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
* 50% reduction for pensioners							
For Council's Refund Policy in relation to permit fees, please see the notes pages at the beginning of this schedule.							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Animal registrations and other fees							
Pet registration							
Full fees							
Dog registration	Annual per animal	\$ 153.00	\$ 153.00	\$ -	0.0%	CNCL	N
Declared dangerous dog	Annual per animal	\$ 382.00	\$ 392.00	\$ 10.00	2.6%	CNCL	N
Declared menacing dog	Annual per animal	\$ 230.00	\$ 236.00	\$ 6.00	2.6%	CNCL	N
Declared restricted breed dog	Annual per animal	\$ 382.00	\$ 392.00	\$ 10.00	2.6%	CNCL	N
Dog reduced fee (does not apply to dangerous / menacing / restricted breed dogs)	Annual per animal	\$ 49.00	\$ 50.00	\$ 1.00	2.0%	CNCL	N
Cat registration	Annual per animal	\$ 104.00	\$ 105.00	\$ 1.00	1.0%	CNCL	N
Cat reduced fee	Annual per animal	\$ 31.00	\$ 32.00	\$ 1.00	3.2%	CNCL	N
Concession fees							
Dog registration	Annual per animal	\$ 62.00	\$ 64.00	\$ 2.00	3.2%	CNCL	N
Declared dangerous dog	Annual per animal	\$ 382.00	\$ 392.00	\$ 10.00	2.6%	CNCL	N
Declared menacing dog	Annual per animal	\$ 230.00	\$ 236.00	\$ 6.00	2.6%	CNCL	N
Declared restricted breed dog	Annual per animal	\$ 382.00	\$ 392.00	\$ 10.00	2.6%	CNCL	N
Dog reduced fee (does not apply to dangerous/menacing and restricted breed dogs)	Annual per animal	\$ 21.00	\$ 21.00	\$ -	0.0%	CNCL	N
Cat registration	Annual per animal	\$ 47.00	\$ 48.00	\$ 1.00	2.1%	CNCL	N
Cat reduced fee	Annual per animal	\$ 14.00	\$ 15.00	\$ 1.00	7.1%	CNCL	N
Note: An additional State Government levy of \$4.00 per cat or dog applies to all of the above pet registration fees. e.g. The cat reduced fee (concession fee) will be: \$15.00 + \$4.00 levy = \$19.00							
Other animal fees							
Deposit for cat traps (refundable)	Per trap	\$ 140.00	\$ 144.00	\$ 4.00	2.9%	CNCL	N
Domestic animal business registration	Yearly	\$ 245.00	\$ 255.00	\$ 10.00	4.1%	CNCL	N
<i>For Council's refund policy in relation to pet fees, please see the Notes pages at the beginning of this schedule.</i>							
Impounding fees							
Animal release fees							
- Pigs/goats/sheep	Per animal	\$ 171.00	\$ 175.00	\$ 4.00	2.3%	CNCL	N
- Cattle/horses	Per animal	\$ 171.00	\$ 175.00	\$ 4.00	2.3%	CNCL	N
- Dogs (1-2 days)	Per animal	\$ 130.00	\$ 133.00	\$ 3.00	2.3%	CNCL	N
- Dogs (3-5 days)	Per animal	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	CNCL	N
- Dogs (6-8 days)	Per animal	\$ 190.00	\$ 195.00	\$ 5.00	2.6%	CNCL	N
- Seized dogs holding fees (per day)	Per animal	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	N
- Cats (1-2 days)	Per animal	\$ 130.00	\$ 133.00	\$ 3.00	2.3%	CNCL	N
- Cats (3-5 days)	Per animal	\$ 165.00	\$ 169.00	\$ 4.00	2.4%	CNCL	N
- Cats (6-8 days)	Per animal	\$ 190.00	\$ 195.00	\$ 5.00	2.6%	CNCL	N
- Seized cats holding fees (per day)	Per animal	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	N
- Poultry	Per animal	\$ 21.00	\$ 21.50	\$ 0.50	2.4%	CNCL	N
Other release fees							
Release of impounded vehicle	Per vehicle	\$ 405.00	\$ 415.00	\$ 10.00	2.5%	CNCL	N
Release of impounded signs	Per sign	\$ 80.00	\$ 82.00	\$ 2.00	2.5%	CNCL	N
Release of impounded shopping trolleys	Per trolley	\$ 89.00	\$ 91.00	\$ 2.00	2.2%	CNCL	N
Release of impounded containers and other large items	Per item	\$200 plus cost of transport to pound	\$200 plus cost of transport to pound	\$ -	0.0%	CNCL	N
Other							
Removal of fire hazard (contractor fees for removal are additional to this fee and calculated on a site by site basis)	Per property	\$ 184.00	\$ 189.00	\$ 5.00	2.7%	CNCL	Y
Hard copy of local laws documents	Per printed set	\$ 21.00	\$ 21.50	\$ 0.50	2.4%	CNCL	Y
Inspection of Domestic Animal Register	Per inspection	N/A	\$ 50.00		New fee	CNCL	N
Copy of record of animal registration	Per animal	N/A	\$ 10.00		New fee	CNCL	N

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Multi-Deck Car Parks							
Thomas Street							
Parking fees							
- General (hourly)	Hourly	\$ 1.50	\$ 1.60	\$ 0.10	6.7%	CNCL	Y
- General (daily - 7 hours +)	Daily	\$ 10.00	\$ 10.30	\$ 0.30	3.0%	CNCL	Y
- after 6.00pm	N/A	No charge	No charge	N/A	N/A	CNCL	Y
Parking permits							
- General (includes 10% discount)	Yearly	\$ 1,045.00	\$ 1,072.00	\$ 27.00	2.6%	CNCL	Y
Walker Street							
Parking fees							
- General (hourly)	Hourly	\$ 1.50	\$ 1.60	\$ 0.10	6.7%	CNCL	Y
- General (daily)	Daily	\$ 10.00	\$ 10.30	\$ 0.30	3.0%	CNCL	Y
- after 6.00pm	N/A	No charge	No charge	N/A	N/A	CNCL	Y
Parking permits							
- General	Quarterly	\$ 290.00	\$ 298.00	\$ 8.00	2.8%	CNCL	Y
- Reserved	Quarterly	\$ 470.00	\$ 482.00	\$ 12.00	2.6%	CNCL	Y
- General (includes 5% discount)	Half yearly	\$ 550.00	\$ 564.00	\$ 14.00	2.5%	CNCL	Y
- Reserved (includes 5% discount)	Half yearly	\$ 890.00	\$ 912.00	\$ 22.00	2.5%	CNCL	Y
- General (includes 10% discount)	Yearly	\$ 1,045.00	\$ 1,072.00	\$ 27.00	2.6%	CNCL	Y
- Reserved (includes 10% discount)	Yearly	\$ 1,690.00	\$ 1,732.00	\$ 42.00	2.5%	CNCL	Y
No. 8 Balmoral Avenue							
Parking fees							
- First hour	First hour	\$ 0.50	\$ 0.50	\$ -	0.0%	CNCL	Y
- 1 to 2 hours	2 hours	\$ 1.00	\$ 1.00	\$ -	0.0%	CNCL	Y
- 2 to 3 hours	3 hours	\$ 3.00	\$ 3.00	\$ -	0.0%	CNCL	Y
- 3 to 4 hours	4 hours	\$ 4.00	\$ 4.00	\$ -	0.0%	CNCL	Y
- 4 to 5 hours	5 hours	\$ 8.00	\$ 8.00	\$ -	0.0%	CNCL	Y
- 5 to 6 hours	6 hours	\$ 16.00	\$ 16.00	\$ -	0.0%	CNCL	Y
- Maximum daily	> 6 hours	\$ 16.00	\$ 16.00	\$ -	0.0%	CNCL	Y
Early bird rate - in before 8:30am	Daily	\$ 4.00	\$ 4.00	\$ -	0.0%	CNCL	Y
Parking permits							
- General	Monthly	\$ 80.00	\$ 80.00	\$ -	0.0%	CNCL	Y
- Reserved	Monthly	\$ 100.00	\$ 100.00	\$ -	0.0%	CNCL	Y
- Trader/Worker Permit	2 years per bay	\$ 100.00	\$ 100.00	\$ -	0.0%	CNCL	Y
Planning Compliance							
Planning infringements							
Planning Compliance Officers issue on-the-spot fines for breaches of the planning scheme offences against the Planning & Environment Act:							
- Individual person	Per breach	Refer note @ below		N/A	N/A	REG	N
- Company	Per breach			N/A	N/A	REG	N
Note @: The penalty attached to Planning Infringement notices is set by State Government and is expressed as Penalty Units, rather than as a dollar amount. The dollar value of a Penalty Unit has now been indexed by State Government and is subject to annual review. Council is not able to accurately predict the penalty amounts and therefore no longer publishes them in this document. Current information can be obtained from the Department of Justice – Infringements Oversight Unit.							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Planning and Design Services							
Council charges for Planning considerations and services							
Statutory Planning Advice - Counter Service	Per service	Free service	Free service	N/A	N/A	CNCL	Y
Copy of planning permit and/or endorsed plans - Residential (includes historic file search and retrieval request).	Per permit	\$ 120.00	\$ 125.00	\$ 5.00	4.2%	CNCL	N
Copy of planning permit and/or endorsed plans - non-residential (includes historic file search and retrieval request).	Per permit	\$ 170.00	\$ 175.00	\$ 5.00	2.9%	CNCL	N
Application for all written Planning advice.	Per property	\$ 140.00	\$ 145.00	\$ 5.00	3.6%	CNCL	Y
Application to propose to extend the expiry date of an existing planning permit.	Per application	\$ 260.00	\$ 265.00	\$ 5.00	1.9%	CNCL	N
Application under 'Secondary Consent' to propose minor changes to a plan(s) which are endorsed to an existing planning permit.	Per application	\$ 360.00	\$ 370.00	\$ 10.00	2.8%	CNCL	N
Providing a copy (paper or electronic) of any Advertised Material (plans or other documents) for a current planning application, or a Greater Dandenong Planning Scheme Incorporated Document, Reference Document, Approved Development Plan or other Planning Strategy/document.	Per application	\$ 40.00	\$ 41.00	\$ 1.00	2.5%	CNCL	Y
Pre-application discussion service							
Average proposal - initial pre-application service. One written document.	Per initial service	\$ 260.00	\$ 265.00	\$ 5.00	1.9%	CNCL	Y
Average proposal - additional pre-application service. For any meeting(s) and/or written document(s) after the initial service.	Per additional service	\$ 110.00	\$ 115.00	\$ 5.00	4.5%	CNCL	Y
Complex proposal - initial pre-application service. One written document.	Per initial service	\$ 360.00	\$ 370.00	\$ 10.00	2.8%	CNCL	Y
Complex proposal - additional pre-application service. For any meeting(s) and/or written document(s) after the initial service.	Per additional service	\$ 210.00	\$ 215.00	\$ 5.00	2.4%	CNCL	Y
State or city significant proposal - initial pre-application service. One written document.	Per initial service	\$ 460.00	\$ 470.00	\$ 10.00	2.2%	CNCL	Y
State or city significant proposal - additional pre-application service. For any meeting(s) and/or written document(s) after the initial service.	Per additional service	\$ 310.00	\$ 320.00	\$ 10.00	3.2%	CNCL	Y
Priority Paid Assessment Service Fee. Note: The 'Priority Paid' Fast Track Assessment Service Fee is payable in addition to any applicable Prescribed Planning and Environment Act fee(s).	Per application	\$3,000 minimum fee or 0.15% of total dev't cost whichever is the greater	\$3,000 minimum fee or 0.15% of total dev't cost whichever is the greater	N/A	N/A	CNCL	N
Public Notification Fees - 'Advertising'							
Public notification of a planning application or planning scheme amendment, 1-10 notifications and/or one (1) A1 Site Notice.	Up to 10 names	\$ 120.00	\$ 130.00	\$ 10.00	8.3%	CNCL	Y
Public notification of a planning application or planning scheme amendment, 11 or more notifications and/or per additional site notice(s).	Per name or per additional site notice	\$ 12.00	\$ 13.00	\$ 1.00	8.3%	CNCL	Y
Public notification of a planning application or planning scheme amendment in a newspaper and/or Government Gazette (administration fee in addition to the recovery of all costs incurred by Council in placing an advertisement in a newspaper and/or Government Gazette).	Per application/ amendment	\$ 110.00	\$ 113.00	\$ 3.00	2.7%	CNCL	Y
Planning Scheme Amendment - cost recovery.	Case by case basis	Cost recovery	Cost recovery	N/A	N/A	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Fees under the Planning and Environment (Fees)							
Regulations 2016							
<i>Important note - The following fees with a basis of REG are set under state legislation. The regulations set fees in fee units. The fee units have been converted to dollar value on the basis of the value of a fee unit as it is set for the financial year. A fee unit value is adjusted on 1 July each year by the Treasurer's amount and is published in the Government Gazette. Changes to these fees will be published on Council's website when gazetted by the State Government. These fees are correct at the date the Council budget was prepared.</i>							
Amendments To Planning Schemes							
- Regulation 6							
Stage 1 - for:	Per application	\$ 2,929.30	\$ 2,929.30	\$ -	0.0%	REG	N
(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 in accordance with section 28 of the Act.							
Stage 2 - for:							
(a) considering:							
(i) up to and including 10 submissions which seek a change to an amendment and where necessary referring submissions to a panel; or	Per application	\$ 14,518.60	\$ 14,518.60	\$ -	0.0%	REG	N
(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Per application	\$ 29,008.80	\$ 29,008.80	\$ -	0.0%	REG	N
(iii) submissions that exceed 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; and	Per application	\$ 38,778.00	\$ 38,778.00	\$ -	0.0%	REG	N
(b) providing assistance to a panel in accordance with section 158 of the Act; and							
(c) making a submission in accordance with section 24(b) of the Act; and							
(d) considering the Panel's report in accordance with section 27 of the Act; and							
(e) after considering submissions and the Panel's report, abandoning the amendment.							
Stage 3 - for:							
(a) adopting the amendment or a part of the amendment in accordance with section 29 of the Act; and	Per application	\$ 462.20	\$ 462.20	\$ -	0.0%	REG	N
(b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and							
(c) giving the notice of approval of the amendment required by section 36(2) of the Act.							
<i>Note - \$nil fee if Minister is the planning authority.</i>							
Stage 4 - for:							
(a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and	Per application	\$ 462.20	\$ 462.20	\$ -	0.0%	REG	N
(b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.							
<i>Note - \$nil fee if Minister is the planning authority.</i>							
Amendments To Planning Schemes							
Regulation 7							
Regulation 7 - For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act.	Per application	\$ 3,839.40	\$ 3,839.40	\$ -	0.0%	REG	N
Regulation 8							
Regulation 8 - For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act.	Per application	\$ 924.30	\$ 924.30	\$ -	0.0%	REG	N

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Applications for permits - Regulation 9							
Class 1 - Use only	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 2 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less.	Per application	\$ 192.00	\$ 192.00	\$ -	0.0%	REG	N
Class 3 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000.	Per application	\$ 604.40	\$ 604.40	\$ -	0.0%	REG	N
Class 4 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000.	Per application	\$ 1,237.10	\$ 1,237.10	\$ -	0.0%	REG	N
Class 5 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000.	Per application	\$ 1,336.70	\$ 1,336.70	\$ -	0.0%	REG	N
Class 6 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000.	Per application	\$ 1,436.20	\$ 1,436.20	\$ -	0.0%	REG	N
Class 7 - VicSmart application if the estimated cost of development is \$10,000 or less.	Per application	\$ 192.00	\$ 192.00	\$ -	0.0%	REG	N
Class 8 - 8 VicSmart application if the estimated cost of development is more than \$10,000.	Per application	\$ 412.40	\$ 412.40	\$ -	0.0%	REG	N
Class 9 - VicSmart application to subdivide or consolidate land.	Per application	\$ 192.00	\$ 192.00	\$ -	0.0%	REG	N
Class 10 - To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000.	Per application	\$ 1,102.10	\$ 1,102.10	\$ -	0.0%	REG	N
Class 11 - To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000.	Per application	\$ 1,486.00	\$ 1,486.00	\$ -	0.0%	REG	N
Class 12 - To develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000.	Per application	\$ 3,277.70	\$ 3,277.70	\$ -	0.0%	REG	N
Class 13 - To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000.	Per application	\$ 8,354.30	\$ 8,354.30	\$ -	0.0%	REG	N
Class 14 - To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000.	Per application	\$ 24,636.20	\$ 24,636.20	\$ -	0.0%	REG	N

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Class 15 - To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000.	Per application	\$ 55,372.70	\$ 55,372.70	\$ -	0.0%	REG	N
Class 16 - To subdivide an existing building (other than a class 9 permit).	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 17 - To subdivide land into 2 lots (other than a class 9 or class 16 permit).	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 18 - To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit).	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 19 - Subdivide land (other than a class 9, class 16, class 17 or class 18 permit).	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 20 - To: a) create, vary or remove 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.	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 21 - A permit not otherwise provided for in the regulation	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Applications to amend permits - Regulation 11							
Class 1 - Amendment to a permit to change the use of land allowed by the permit or allow a new use of land.	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 2 - Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 3 - Amendment to a class 2 permit.	Per application	\$ 192.00	\$ 192.00	\$ -	0.0%	REG	N
Class 4 - Amendment to a class 3 permit.	Per application	\$ 604.40	\$ 604.40	\$ -	0.0%	REG	N
Class 5 - Amendment to a class 4 permit.	Per application	\$ 1,237.10	\$ 1,237.10	\$ -	0.0%	REG	N
Class 6 - Amendment to a class 5 or class 6 permit.	Per application	\$ 1,336.70	\$ 1,336.70	\$ -	0.0%	REG	N
Class 7 - Amendment to a class 7 permit.	Per application	\$ 192.00	\$ 192.00	\$ -	0.0%	REG	N
Class 8 - Amendment to a class 8 permit.	Per application	\$ 412.40	\$ 412.40	\$ -	0.0%	REG	N
Class 9 - Amendment to a class 9 permit.	Per application	\$ 192.00	\$ 192.00	\$ -	0.0%	REG	N
Class 10 - Amendment to a class 10 permit.	Per application	\$ 1,102.10	\$ 1,102.10	\$ -	0.0%	REG	N
Class 11 - Amendment to a class 11 permit.	Per application	\$ 1,486.00	\$ 1,486.00	\$ -	0.0%	REG	N
Class 12 - Amendment to a class 12, 13, 14 or 15 permit.	Per application	\$ 3,277.70	\$ 3,277.70	\$ -	0.0%	REG	N
Class 13 - Amendment to a class 16 permit.	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 14 - Amendment to a class 17 permit.	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 15 - Amendment to a class 18 permit .	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 16 - Amendment to a class 19 permit.	Per application (per 100 lots created)	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 17 - Amendment to a class 20 permit .	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
Class 18 - Amendment to a class 21 permit.	Per application	\$ 1,265.60	\$ 1,265.60	\$ -	0.0%	REG	N
For combined permit applications - Regulation 10 Sum of the highest of the fees which would have applied if separate applications were made <u>and</u> 50 per cent of each of the other fees which would have applied if separate applications were made.							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Certificates of compliance - Regulation 15	Per application	\$ 312.80	\$ 312.80	\$ -	0.0%	REG	N
Amend or End Agreement under Section 173 - Regulation 16	Per application	\$ 632.80	\$ 632.80	\$ -	0.0%	REG	N
Satisfaction Matters - Regulation 18							
Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council.	Per application	\$ 312.80	\$ 312.80	\$ -	0.0%	REG	N
Fees under the Subdivision (Fees) Regulations 2016							
Regulation 6 - For certification of a plan of subdivision.	Per application	\$ 167.80	\$ 167.80	\$ -	0.0%	REG	N
Regulation 7 - Alteration of plan under section 10(2) of the Act.	Per application	\$ 106.70	\$ 106.70	\$ -	0.0%	REG	N
Regulation 8 - Amendment of certified plan under section 11(1) of the Act.	Per application	\$ 135.10	\$ 135.10	\$ -	0.0%	REG	N

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Aged and Disability Services (Community Care)							
Community transport services							
Client transport for shopping, access to Oasis and Library	One way trip	\$ 2.05	\$ 2.10	\$ 0.05	2.4%	CNCL	N
Commonwealth Home Support Program (CHSP)							
<i>Funded by the Commonwealth Department of Health for people over the age of 65 - these fees are set by Council based on the CHSP fee principles issued by the DHS.</i>							
<i>Services for people under the age of 65 funded by the Victorian Department of Health & Human Services - these fees are set by Council based on the Victorian fees schedule.</i>							
Social support - centre-based group activity – Planned Activity Group (per day)							
Low fee	Per hour	\$ 17.15	\$ 17.60	\$ 0.45	2.6%	CNCL	N
Medium fee	Per hour	\$ 17.15	\$ 17.60	\$ 0.45	2.6%	CNCL	N
High fee	Per hour	\$ 43.65	\$ 44.75	\$ 1.10	2.5%	CNCL	N
Commercial fee	Per hour	\$ 79.55	\$ 81.55	\$ 2.00	2.5%	CNCL	Y
Property maintenance <i>(any materials used are charged at cost)</i>							
Low fee	Per hour	\$ 12.40	\$ 12.70	\$ 0.30	2.4%	CNCL	N
Medium fee	Per hour	\$ 18.60	\$ 19.05	\$ 0.45	2.4%	CNCL	N
High fee	Per hour	\$ 69.60	\$ 71.35	\$ 1.75	2.5%	CNCL	N
Commercial fee	Per hour	\$ 88.40	\$ 90.60	\$ 2.20	2.5%	CNCL	Y
Home care							
Low fee (single)	Per hour	\$ 6.55	\$ 6.95	\$ 0.40	6.1%	CNCL	N
Medium fee	Per hour	\$ 15.60	\$ 16.25	\$ 0.65	4.2%	CNCL	N
High fee	Per hour	\$ 47.35	\$ 48.80	\$ 1.45	3.1%	CNCL	N
Commercial fee	Per hour	\$ 51.60	\$ 53.15	\$ 1.55	3.0%	CNCL	Y
Personal care							
Low fee	Per hour	\$ 4.65	\$ 5.00	\$ 0.35	7.5%	CNCL	N
Medium fee	Per hour	\$ 9.40	\$ 9.90	\$ 0.50	5.3%	CNCL	N
High fee	Per hour	\$ 47.35	\$ 48.80	\$ 1.45	3.1%	CNCL	N
Commercial fee	Per hour	\$ 55.25	\$ 56.90	\$ 1.65	3.0%	CNCL	Y
Respite care							
Low fee	Per hour	\$ 4.10	\$ 4.20	\$ 0.10	2.4%	CNCL	N
Medium fee	Per hour	\$ 6.00	\$ 6.15	\$ 0.15	2.5%	CNCL	N
High fee	Per hour	\$ 49.15	\$ 50.40	\$ 1.25	2.5%	CNCL	N
Commercial fee	Per hour	\$ 59.15	\$ 60.65	\$ 1.50	2.5%	CNCL	Y
Travel incurred for client outings, shopping and appointments:							
Low fee	Per km	\$ 1.05	\$ 1.10	\$ 0.05	4.8%	CNCL	N
Medium fee	Per km	\$ 1.05	\$ 1.10	\$ 0.05	4.8%	CNCL	N
High fee	Per km	\$ 1.25	\$ 1.30	\$ 0.05	4.0%	CNCL	N
Commercial fee	Per km	\$ 1.35	\$ 1.40	\$ 0.05	3.7%	CNCL	Y
Food services (Meals On Wheels) - single meal							
Low fee	Per meal	\$ 9.40	\$ 9.65	\$ 0.25	2.7%	CNCL	N
Medium fee	Per meal	\$ 9.40	\$ 9.65	\$ 0.25	2.7%	CNCL	N
High fee	Per meal	\$ 13.75	\$ 14.10	\$ 0.35	2.5%	CNCL	N
Commercial fee	Per meal	\$ 16.50	\$ 16.90	\$ 0.40	2.4%	CNCL	Y
Food Services (Meals On Wheels) - bulk meals <i>Soup/main/side and sweet</i>							
CHSP fee	Per 4 serves	\$ 37.55	\$ 38.50	\$ 0.95	2.5%	CNCL	N
Commercial fee	Per 4 serves	\$ 66.05	\$ 67.70	\$ 1.65	2.5%	CNCL	Y
<i>Soup and sandwich</i>							
CHSP fee	Per 4 serves	\$ 23.30	\$ 23.90	\$ 0.60	2.6%	CNCL	N
Commercial fee	Per 4 serves	\$ 40.95	\$ 41.95	\$ 1.00	2.4%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Library Services							
City of Greater Dandenong Libraries							
Overdue item charge (per item per day up to the cost of the item)	Per item/ Per day	\$ 0.20	\$ 0.20	\$ -	0.0%	CNCL	Y
Lost or damaged items replacement fees	Cost of the item	Cost of the item	Cost of the item	N/A	N/A	CNCL	Y
Lost or damaged item replacement processing charge	Per item	\$ 6.90	\$ 7.00	\$ 0.10	1.4%	CNCL	N
Replacement of Radio Frequency Identification (RFID) tag	Per tag	\$ 6.00	\$ 6.20	\$ 0.20	3.3%	CNCL	Y
Fee to recover long overdue materials - per account (50 days or more overdue)	Per account	\$ 17.70	\$ 18.10	\$ 0.40	2.3%	CNCL	Y
Inter library loan charge (per inter-library loan where the lending library charges the Australian Council of Libraries and Information Services (ACLIS) fee)	Per loan	\$ 17.20	\$ 17.20	\$ -	0.0%	REG	Y
Library bag	Per bag	\$ 2.00	\$ 2.10	\$ 0.10	5.0%	CNCL	Y
Ear buds	Each	\$ 1.70	\$ 2.00	\$ 0.30	17.6%	CNCL	Y
USB memory stick	Each	\$ 10.80	\$ 11.10	\$ 0.30	2.8%	CNCL	Y
Booksale	Prices as marked	Prices as marked	N/A	Discontinued fee		CNCL	Y
Lost or damaged Lending iPads replacement fee	Per iPad	\$ 785.00	\$ 785.00	\$ -	0.0%	CNCL	Y
Photocopying							
A4 (Black and White)	Per copy	\$ 0.25	\$ 0.25	\$ -	0.0%	CNCL	Y
A3 (Black and White)	Per copy	\$ 0.35	\$ 0.35	\$ -	0.0%	CNCL	Y
A4 (Colour)	Per copy	\$ 1.10	\$ 1.10	\$ -	0.0%	CNCL	Y
A3 (Colour)	Per copy	\$ 1.80	\$ 1.80	\$ -	0.0%	CNCL	Y
A4 (Black and White Duplex)	Per copy	\$ 0.48	\$ 0.48	\$ -	0.0%	CNCL	Y
A3 (Black and White Duplex)	Per copy	\$ 0.67	\$ 0.67	\$ -	0.0%	CNCL	Y
A4 (Colour Duplex)	Per copy	\$ 2.09	\$ 2.09	\$ -	0.0%	CNCL	Y
A3 (Colour Duplex)	Per copy	\$ 3.42	\$ 3.42	\$ -	0.0%	CNCL	Y
Facsimile in Australia (first page)	First page	\$ 3.60	\$ 3.70	\$ 0.10	2.8%	CNCL	Y
Facsimile international (first page)	First page	\$ 8.60	\$ 8.80	\$ 0.20	2.3%	CNCL	Y
Facsimile additional pages, anywhere	Per page	\$ 1.00	\$ 1.10	\$ 0.10	10.0%	CNCL	Y
Replacing lost membership card	Per card	\$ 3.90	\$ 4.00	\$ 0.10	2.6%	CNCL	Y
Family Day Care							
Administration levy * - Per hour maximum	Per hour maximum	\$ 1.40	\$ 1.50	\$ 0.10	7.1%	CNCL	N
* The Administration Levy assists in meeting the operational costs of the scheme, the employment of qualified staff and the provision and maintenance of resources and enrichment activities to children, families and educators.							
Youth Services							
Youth Activity Services (YAS)							
Muso network and Freeza events	Per program	\$ 5.50	N/A	Discontinued fee		CNCL	Y
Immunisation							
Fee for service Immunisation (Influenza)							
<10 clients	Per client	\$ 31.90	N/A	Discontinued fee - new few structure below		CNCL	Y
10-20 clients	Per client	\$ 28.75	N/A			CNCL	Y
21-50 clients	Per client	\$ 26.60	N/A			CNCL	Y
51-100 clients	Per client	\$ 24.50	N/A			CNCL	Y
Influenza	Per client	N/A	\$ 36.10	New fee structure		CNCL	Y
Hepatitis A and B	Per client	N/A	\$ 107.10			CNCL	Y
Cold chain fee	Per client	N/A	\$ 22.00			CNCL	Y
Boostrix	Per client	N/A	\$ 62.00			CNCL	Y
Immunisation Record Search Fee	Per record	\$ 23.20	\$ 23.80	\$ 0.60	2.6%	CNCL	Y
39 Clow Street							
Rent for 39A Clow Street	Per square metre	\$ 44.80	N/A	Discontinued fee		CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Walker Street Gallery and Community Arts Centre							
<i>Note: The Walker Street Gallery and Community Arts Centre may require suitable staff to set up or be present at your event. This cost will be charged on to you. A technician will be required for operation of venue's lighting and sound equipment.</i>							
Security Bond (after hours)							
Community Group	Per event	\$ 100.00	\$ 100.00	\$ -	0.0%	CNCL	N
Community Agency	Per event	\$ 120.00	\$ 120.00	\$ -	0.0%	CNCL	N
Commercial	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Walker Street Gallery - Room Hire							
Large Rooms (Band Room, Performing Arts Theatre, Gallery 1)							
Community Group	Per hour	\$ 25.00	\$ 25.00	\$ -	0.0%	CNCL	Y
Community Agency	Per hour	\$ 30.00	\$ 30.00	\$ -	0.0%	CNCL	Y
Commercial	Per hour	\$ 40.00	\$ 40.00	\$ -	0.0%	CNCL	Y
Theatre seats	Per booking	\$ 69.00	\$ 69.00	\$ -	0.0%	CNCL	Y
Technical box	Per booking	\$ 40.00	\$ 40.00	\$ -	0.0%	CNCL	Y
Medium Rooms (Studio)							
Community Group	Per hour	\$ 18.00	\$ 18.00	\$ -	0.0%	CNCL	Y
Community Agency	Per hour	\$ 20.00	\$ 20.00	\$ -	0.0%	CNCL	Y
Commercial	Per hour	\$ 30.00	\$ 30.00	\$ -	0.0%	CNCL	Y
Walker Street Gallery - Exhibition Hire							
Large Gallery (Gallery 1)							
Community Group	Per week	\$ 150.00	\$ 153.00	\$ 3.00	2.0%	CNCL	Y
Community Agency	Per week	\$ 200.00	\$ 205.00	\$ 5.00	2.5%	CNCL	Y
Commercial	Per week	\$ 250.00	\$ 256.00	\$ 6.00	2.4%	CNCL	Y
Small Gallery (Gallery 2)							
Community Group	Per week	\$ 30.00	\$ 30.00	\$ -	0.0%	CNCL	Y
Community Agency	Per week	\$ 40.00	\$ 40.00	\$ -	0.0%	CNCL	Y
Commercial	Per week	\$ 50.00	\$ 50.00	\$ -	0.0%	CNCL	Y
Commission on sale of artwork	%	25.00%	25.00%	0.0%	0.0%	CNCL	Y
<i>Technician (set up, supervision, operation) - refer cultural facilities staff charges</i>							
The Drum Theatre							
THEATRE SERVICES							
Performance fee: for full theatre service (including lighting and theatrical stage set up)							
Community Group (first five hours)	Hire (5 hours)	\$ 778.00	\$ 797.00	\$ 19.00	2.4%	CNCL	Y
Community Group (per hour - additional hours)	Per hour (2 hr min)	\$ 160.00	\$ 164.00	\$ 4.00	2.5%	CNCL	Y
Community Agency and Dance Schools (first five hours)	Hire (5 hours)	\$ 868.00	\$ 889.70	\$ 21.70	2.5%	CNCL	Y
Community Agency and Dance Schools (per hour - additional hours)	Per hour (2 hr min)	\$ 175.00	\$ 179.00	\$ 4.00	2.3%	CNCL	Y
Commercial (per day)	Per day	\$2,260 per day or 11.5% net Box Office (whichever is greater)	\$ 2,315.00	\$ 55.00	2.4%	CNCL	Y
For Keynote Address or presentation (including lecture, simple stage sound and lighting)							
Community Group	Per hour	\$ 278.00	\$ 284.90	\$ 6.90	2.5%	CNCL	Y
Community Agency	Per hour	\$ 286.00	\$ 293.00	\$ 7.00	2.4%	CNCL	Y
Commercial	Per hour	\$ 404.00	\$ 414.00	\$ 10.00	2.5%	CNCL	Y
Rehearsal Room (theatre company/groups rehearsals)							
Community Group	Per day	\$ 51.50	\$ 52.80	\$ 1.30	2.5%	CNCL	Y
Community Agency	Per day	\$ 51.50	\$ 52.80	\$ 1.30	2.5%	CNCL	Y
Commercial	Per day	\$ 134.00	\$ 137.20	\$ 3.20	2.4%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Rehearsal room (in conjunction with theatre hire)							
Community Group	Per day	complimentary with theatre hire	complimentary with theatre hire	N/A	N/A	CNCL	Y
Community Agency	Per day	complimentary with theatre hire	\$ 50.00		New fee	CNCL	Y
Commercial	Per day	complimentary with theatre hire	\$ 50.00		New fee	CNCL	Y
Exhibition space							
Community Group	Per 4 weeks	\$ 108.00	\$ 110.70	\$ 2.70	2.5%	CNCL	Y
Community Agency	Per 4 weeks	\$ 159.50	\$ 163.50	\$ 4.00	2.5%	CNCL	Y
Commercial	Per 4 weeks	\$ 226.50	\$ 232.10	\$ 5.60	2.5%	CNCL	Y
Additional cleaning							
Community Group	Per hour	\$ 79.50	\$ 81.50	\$ 2.00	2.5%	CNCL	Y
Community Agency	Per hour	\$ 90.00	\$ 92.25	\$ 2.25	2.5%	CNCL	Y
Commercial	Per hour	\$ 103.00	\$ 105.55	\$ 2.55	2.5%	CNCL	Y
Full service box office							
Community Group	Per ticket	\$ 1.85	\$ 1.90	\$ 0.05	2.7%	CNCL	Y
Community Agency							
- Per ticket	Per ticket	\$ 2.20	\$ 2.25	\$ 0.05	2.3%	CNCL	Y
- Complimentary tickets	Per ticket	\$ 1.10	\$ 1.15	\$ 0.05	4.5%	CNCL	Y
Commercial							
- Per ticket	Per ticket	\$ 3.75	\$ 3.85	\$ 0.10	2.7%	CNCL	Y
- Complimentary tickets	Per ticket	\$ 1.10	\$ 1.15	\$ 0.05	4.5%	CNCL	Y
Allocation of tickets for hirer to sell							
- Per ticket	Per ticket	\$ 1.60	\$ 1.65	\$ 0.05	3.1%	CNCL	Y
Ticket transaction fee	Per ticket	\$ 1.10	\$ 1.15	\$ 0.05	4.5%	CNCL	Y
Debit/Credit card							
Merchant fee on credit card transactions to hirer	Transaction value	1.98%	N/A		Discontinued fee	CNCL	Y
Hirer transaction service fee	Value of ticket sales	N/A	2.00%		New fee	CNCL	Y
FUNCTION ROOMS							
Magistrates room, Reading room or Committee room							
Community Group	Per hour	\$ 31.00	\$ 31.70	\$ 0.70	2.3%	CNCL	Y
Community Agency	Per hour	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	Y
Commercial	Per hour	\$ 61.50	\$ 63.00	\$ 1.50	2.4%	CNCL	Y
Rehearsal room for function hire							
Community Group	Per hour	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	Y
Community Agency	Per hour	\$ 61.50	\$ 63.00	\$ 1.50	2.4%	CNCL	Y
Commercial	Per hour	\$ 103.00	\$ 105.50	\$ 2.50	2.4%	CNCL	Y
Foyer - function hire							
Community Group	Per hour	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CNCL	Y
Community Agency	Per hour	\$ 61.50	\$ 63.00	\$ 1.50	2.4%	CNCL	Y
Commercial	Per hour	\$ 103.00	\$ 105.50	\$ 2.50	2.4%	CNCL	Y
With theatre hire	Per day	complimentary with theatre hire	complimentary with theatre hire	N/A	N/A	CNCL	Y
EQUIPMENT HIRE - All hirers							
Theatre data projector	Per day	\$ 255.00	\$ 350.00	\$ 95.00	37.3%	CNCL	Y
Data projector and screen (meeting rooms)	Per item	complimentary with meeting room hire	complimentary with meeting room hire	N/A	N/A	CNCL	Y
Electronic whiteboard	Per day	complimentary with meeting room hire	complimentary with meeting room hire	N/A	N/A	CNCL	Y
Whiteboards and flipchart stand	Per item	complimentary with meeting room hire	complimentary with meeting room hire	N/A	N/A	CNCL	Y
Catering	Per event	as quoted per event	as quoted per event	N/A	N/A	CNCL	Y
50% discount for Community rate on total charge when 2 or more rooms are booked for a single 4 hour event/meeting. Discount available for use of multiple rooms: 2 rooms - 10%, 3 rooms - 15%, 4 rooms - 20%.							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Heritage Hill (Benga and Laurel Lodge) and Historic Gardens							
Security Bond (after hours)							
Community Group	Per event	\$ 100.00	\$ 100.00	\$ -	0.0%	CNCL	N
Community Agency	Per event	\$ 120.00	\$ 120.00	\$ -	0.0%	CNCL	N
Commercial	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Heritage Hill - Room hire							
Large Rooms (Langley Gallery - Benga, Dining Room - Laurel Lodge, Gardens)							
Community Group	Per hour	\$ 25.00	\$ 25.00	\$ -	0.0%	CNCL	Y
Community Agency	Per hour	\$ 30.00	\$ 30.00	\$ -	0.0%	CNCL	Y
Commercial	Per hour	\$ 40.00	\$ 40.00	\$ -	0.0%	CNCL	Y
Medium Rooms (Sunroom - Benga)							
Community Group	Per hour	\$ 18.00	\$ 18.00	\$ -	0.0%	CNCL	Y
Community Agency	Per hour	\$ 20.00	\$ 20.00	\$ -	0.0%	CNCL	Y
Commercial	Per hour	\$ 30.00	\$ 30.00	\$ -	0.0%	CNCL	Y
Small Rooms (Dining Room - Laurel Lodge, Bedrooms - Benga)							
Community Group	Per hour	\$ 12.00	\$ 12.00	\$ -	0.0%	CNCL	Y
Community Agency	Per hour	\$ 15.00	\$ 15.00	\$ -	0.0%	CNCL	Y
Commercial	Per hour	\$ 20.00	\$ 20.00	\$ -	0.0%	CNCL	Y
Heritage Hill - Exhibitions							
Medium Gallery (Langley Gallery - Benga, Laurel Lodge)							
Community Group	Per week	\$ 60.00	\$ 60.00	\$ -	0.0%	CNCL	Y
Community Agency	Per week	\$ 100.00	\$ 100.00	\$ -	0.0%	CNCL	Y
Commercial	Per week	\$ 140.00	\$ 140.00	\$ -	0.0%	CNCL	Y
Small Gallery (Master Bedroom - Benga, Sunroom - Benga)							
Community Group	Per week	\$ 30.00	\$ 30.00	\$ -	0.0%	CNCL	Y
Community Agency	Per week	\$ 40.00	\$ 40.00	\$ -	0.0%	CNCL	Y
Commercial	Per week	\$ 50.00	\$ 50.00	\$ -	0.0%	CNCL	Y
Commission on sale of artwork	%	25.00%	25.00%	0.00%	0.0%	CNCL	Y
Heritage Hill - Studio Hire							
School House	Per week	\$ 70.00	\$ 70.00	\$ -	0.0%	CNCL	Y
Coach House	Per week	\$ 70.00	\$ 70.00	\$ -	0.0%	CNCL	Y
Workshop programs							
School Holiday Workshop Fees	Per person	From \$5.00 to \$25.00	From \$5.00 to \$25.00	N/A	N/A	CNCL	Y
Workshop Fees (adult workshops)	Per person	From \$10.00 to \$35.00	From \$10.00 to \$35.00	N/A	N/A	CNCL	Y
Heritage Tour (minimum 10 people)							
Heritage Hill Museum & Historic Gardens	Per person	\$ 9.00	\$ 9.00	\$ -	0.0%	CNCL	Y
Heritage Hill Museum & Historic Gardens - Seniors	Per person	\$ 6.50	\$ 6.50	\$ -	0.0%	CNCL	Y
Education Tour	Per person	\$ 6.50	\$ 6.50	\$ -	0.0%	CNCL	Y
General Visitation							
Adults	Per person	Gold coin	Gold coin	N/A	N/A	CNCL	Y
Concession/student/seniors	Per person	Gold coin	Gold coin	N/A	N/A	CNCL	Y
<i>*Staff charges - refer Cultural Facilities Staff Charges Schedule</i>							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Cultural Facilities Staff Charges Schedule							
Technical and Front of House Supervisors							
Community Rate							
- Monday to Friday 7.00am to 7.00pm	Per hour	\$ 58.50	\$ 59.90	\$ 1.40	2.4%	CNCL	Y
- Monday to Friday after 7.00pm.	Per hour	\$ 87.50	\$ 89.70	\$ 2.20	2.5%	CNCL	Y
- Saturday and Sunday	Per hour	\$ 87.50	\$ 89.70	\$ 2.20	2.5%	CNCL	Y
- After 9 hrs Monday to Sunday	Per hour	\$ 118.50	\$ 121.40	\$ 2.90	2.4%	CNCL	Y
Community Agency and Commercial Rate							
- Monday to Sunday	Per hour	\$ 87.50	\$ 89.70	\$ 2.20	2.5%	CNCL	Y
- After 9 hrs Monday to Sunday	Per hour	\$ 118.50	\$ 121.40	\$ 2.90	2.4%	CNCL	Y
Technicians and Front of House Officers							
Community Rate							
- Monday to Friday 7.00am to 7.00pm	Per hour	\$ 54.10	\$ 55.40	\$ 1.30	2.4%	CNCL	Y
- Monday to Friday after 7.00pm.	Per hour	\$ 79.40	\$ 81.40	\$ 2.00	2.5%	CNCL	Y
- Saturday and Sunday	Per hour	\$ 79.40	\$ 81.40	\$ 2.00	2.5%	CNCL	Y
- After 9 hrs Monday to Sunday	Per hour	\$ 108.20	\$ 110.90	\$ 2.70	2.5%	CNCL	Y
Community Agency and Commercial Rate							
- Monday to Sunday	Per hour	\$ 79.40	\$ 81.40	\$ 2.00	2.5%	CNCL	Y
- After 9 hrs Monday to Sunday	Per hour	\$ 108.20	\$ 110.90	\$ 2.70	2.5%	CNCL	Y
Sportsgrounds and Pavilions							
RESERVES							
Category 1							
Summer	Per season	\$ 1,858.60	\$ 1,905.05	\$ 46.45	2.5%	CNCL	Y
Winter	Per season	\$ 2,797.75	\$ 2,867.70	\$ 69.95	2.5%	CNCL	Y
<i>Applicable to:</i>							
Shepley Reserve							
Springvale Reserve							
Noble Park Reserve							
Ross Reserve Athletics Track and Infield							
Ross Reserve Main Soccer Pitch							
Mills Reserve Synthetic Pitch							
Tatterson Park Synthetic Pitch							
Category 2							
Summer	Per season	\$ 1,125.95	\$ 1,154.10	\$ 28.15	2.5%	CNCL	Y
Winter	Per season	\$ 1,710.50	\$ 1,753.25	\$ 42.75	2.5%	CNCL	Y
<i>Applicable to:</i>							
Alex Nelson Reserve							
Thomas Carroll West or East Oval							
Coomoora Oval 1 or Oval 2							
Edinburgh Reserve							
Fotheringham Reserve							
George Andrews Soccer Pitch 1							
Greaves Reserve Oval 1							
Greaves Reserve Soccer Pitch							
Keysborough Reserve							
Lois Twohig Oval 1 or Oval 2							
Lois Twohig Soccer Pitch							
Norman Luth Reserve Soccer Pitch 1 or Soccer Pitch							
Dandenong Park Oval							
Dandenong Park Wilson Oval							
Parkfield Reserve							
Police Paddocks Soccer Pitch 1							
Police Paddocks Softball							
Barry Powell Oval 1 (lower Oval)							
Ross Reserve Soccer/Cricket							
Ross Reserve P O'Donoghue Oval							
Tatterson Park Soccer Pitch 1 or 2							
Tatterson Park Soccer Oval 1, 2 or 3							
Warner Reserve Soccer Pitch 1 or 2							
Warner Reserve Cricket Pitch							
Wachter Reserve Oval 1							
Robert Booth Reserve Athletics Track							

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Category 3							
Summer	Per season	\$ 792.25	\$ 812.05	\$ 19.80	2.5%	CNCL	Y
Winter	Per season	\$ 1,185.60	\$ 1,215.25	\$ 29.65	2.5%	CNCL	Y
<i>Applicable to:</i>							
Robert Booth Baseball							
Coomoorra Pitch 3							
Greaves Reserve Oval 2, 3 or 4							
WJ Turner							
Keysborough Parish Reserve							
Mills Reserve Grass Pitch							
Barry Powell Reserve Oval 2							
Wachter Reserve Oval 2							
George Andrews Pitch 2							
Police Paddocks Soccer Pitch 2 or 3							
Category 4							
Summer	Per season	\$ 342.55	\$ 351.10	\$ 8.55	2.5%	CNCL	Y
Winter	Per season	\$ 509.40	\$ 522.15	\$ 12.75	2.5%	CNCL	Y
<i>Applicable to:</i>							
Keysborough College Chandler Campus							
Noble Park Secondary College							
Lyndale Secondary College Soccer Pitch 1 or 2							
Lyndale Secondary College Oval							
Yarraman Primary School							
Police Paddocks Oval 1 or 2							
Brady Road – Soccer Pitch							
Keysborough Banksia College							
All Sports Reserves							
Pre-season charge - ground only	Per hour	\$ 15.50	N/A	Discontinued fee		CNCL	Y
Pre-season allocation - ground only (only available January to March):							
- 1 month	Per allocation	N/A	\$ 280.00	New fee		CNCL	Y
- 2 months		N/A	\$ 540.00	New fee		CNCL	Y
- 3 months		N/A	\$ 800.00	New fee		CNCL	Y
Mills Reserve Pavillion							
<i>Security Bond</i>							
Standard Bond - Community Group	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - Community Agency	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - Commercial	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Community Group	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Community Agency	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
High Risk Event Bond - Commercial	Per event	\$ 1,000.00	\$ 1,000.00	\$ -	0.0%	CNCL	N
Community	Per hour	\$ 42.60	\$ 43.65	\$ 1.05	2.5%	CNCL	Y
Community Agency	Per hour	\$ 55.35	\$ 56.75	\$ 1.40	2.5%	CNCL	Y
Commercial	Per hour	\$ 80.95	\$ 82.95	\$ 2.00	2.5%	CNCL	Y
Hire of Synthetic pitch (without floodlights)	Per hour	\$ 99.05	\$ 101.55	\$ 2.50	2.5%	CNCL	Y
Hire of Synthetic pitch (without floodlights) if over 50 hours	Per hour	\$ 73.80	\$ 75.65	\$ 1.85	2.5%	CNCL	Y
Hire of Synthetic pitch (with floodlights)	Per hour	\$ 124.85	\$ 127.95	\$ 3.10	2.5%	CNCL	Y
Hire of Mini Synthetic pitch	Per hour	\$ 34.25	\$ 35.10	\$ 0.85	2.5%	CNCL	Y
Hire of Synthetic pitch - 4 hours (without floodlights)	Per event	N/A	\$ 320.00	New fee		CNCL	Y
Hire of Synthetic pitch - 4 hours (with floodlights)	Per event	N/A	\$ 370.00	New fee		CNCL	Y
Hire of Synthetic pitch - 8 hours (without floodlights)	Per event	N/A	\$ 600.00	New fee		CNCL	Y
Hire of Synthetic pitch - 8 hours (with floodlights)	Per event	N/A	\$ 650.00	New fee		CNCL	Y
TATTERSON PARK SYNTHETIC PITCH							
Community Group - Without Lights (includes City of Greater Dandenong (CGD) clubs and schools)	Per hour	\$ 20.00	\$ 60.00	\$ 40.00	200.0%	CNCL	Y
Community Group - With Lights (includes City of Greater Dandenong (CGD) clubs and schools)	Per hour	\$ 30.00	\$ 70.00	\$ 40.00	133.3%	CNCL	Y
Community Group - Half Pitch Without Lights (includes City of Greater Dandenong (CGD) clubs and schools)	Per hour	N/A	\$ 35.00	New fee		CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

City of Greater Dandenong 2018-19 Fees and Charges

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Community Group - Half Pitch With Lights (includes City of Greater Dandenong (CGD) clubs and schools)	Per hour	N/A	\$ 40.00		New fee	CNCL	Y
Community Group - Without Lights (non City of Greater Dandenong (CGD) clubs/schools)	Per hour	N/A	\$ 90.00		New fee	CNCL	Y
Community Group - With Lights (non City of Greater Dandenong (CGD) clubs/schools)	Per hour	N/A	\$ 110.00		New fee	CNCL	Y
Community Group - Half Pitch Without Lights (non City of Greater Dandenong (CGD) clubs/schools)	Per hour	N/A	\$ 55.00		New fee	CNCL	Y
Community Group - Half Pitch With Lights (non City of Greater Dandenong (CGD) clubs/schools)	Per hour	N/A	\$ 70.00		New fee	CNCL	Y
Community Agency - Without Lights	Per hour	\$ 40.00	\$ 70.00	\$ 30.00	75.0%	CNCL	Y
Community Agency - Half Pitch Without Lights	Per hour	N/A	\$ 40.00		New fee	CNCL	Y
Community Agency - With Lights	Per hour	\$ 50.00	\$ 80.00	\$ 30.00	60.0%	CNCL	Y
Community Agency - Half Pitch With Lights	Per hour	N/A	\$ 45.00		New fee	CNCL	Y
Commercial - Without Lights	Per hour	\$ 80.00	\$ 110.00	\$ 30.00	37.5%	CNCL	Y
Commercial - Half Pitch Without Lights	Per hour	N/A	\$ 70.00		New fee	CNCL	Y
Commercial - With Lights	Per hour	\$ 90.00	\$ 140.00	\$ 50.00	55.6%	CNCL	Y
Commercial - Half Pitch With Lights	Per hour	N/A	\$ 85.00		New fee	CNCL	Y
<i>Tatterson Park Management Model is currently under review and fees and charges are subject to change.</i>							
TURF WICKETS							
Category 1							
Shepley Oval	Per season	\$ 13,793.95	\$ 14,138.80	\$ 344.85	2.5%	CNCL	Y
Category 2							
Noble Park Reserve	Per season	\$ 8,208.80	\$ 8,414.00	\$ 205.20	2.5%	CNCL	Y
Category 3							
Carroll Reserve (East)	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Coomoora Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Fotheringham Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Greaves Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Keysborough Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Alex Nelson Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Park Oval	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Powell Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Ross Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Springvale Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Lois Twohig Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Wachter Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Warner Reserve	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
Wilson Oval	Per season	\$ 5,465.15	\$ 5,601.80	\$ 136.65	2.5%	CNCL	Y
TENNIS COURTS - Casual Hire							
Tennis Court (Per court)	Per hour	\$ 21.65	\$ 22.20	\$ 0.55	2.5%	CNCL	Y
Tennis Court (Per court) with Floodlights	Per hour	\$ 29.95	\$ 30.70	\$ 0.75	2.5%	CNCL	Y
PAVILIONS (seasonal)							
Category 1							
Bond	Per season	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
Shepley Reserve (2 Pavilions)	Per season	\$ 1,508.25	\$ 1,545.95	\$ 37.70	2.5%	CNCL	Y
Police Paddocks Frank Holohan Soccer	Per season	\$ 1,508.25	\$ 1,545.95	\$ 37.70	2.5%	CNCL	Y
Warner Reserve	Per season	\$ 1,508.25	\$ 1,545.95	\$ 37.70	2.5%	CNCL	Y
Georges Andrews Whittle Pavilion	Per season	\$ 1,508.25	\$ 1,545.95	\$ 37.70	2.5%	CNCL	Y
Greaves Reserve - Alan Carter	Per season	\$ 1,508.25	\$ 1,545.95	\$ 37.70	2.5%	CNCL	Y
Coomoora Reserve	Per season	\$ 1,508.25	\$ 1,545.95	\$ 37.70	2.5%	CNCL	Y
Alex Nelson Reserve	Per season	\$ 1,508.25	\$ 1,545.95	\$ 37.70	2.5%	CNCL	Y
Tatterson Park Community Sports Complex (East Pavilion, changeroom 5-8)	Per season	\$ 1,508.25	\$ 1,545.95	\$ 37.70	2.5%	CNCL	Y
Tatterson Park Community Sports Complex (West Pavilion, changeroom 1-4)	Per season	\$ 1,508.25	\$ 1,545.95	\$ 37.70	2.5%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Category 2							
Bond	Per season	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
Thomas Carroll – Crowe	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Lois Twohig – Gerry Sweeting	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Police Paddocks – Softball	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Keysborough Reserve	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Barry Powell – Multi Use	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Greaves Reserve – Monohan	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Lyndale Secondary College	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
WJ Turner	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Parkfield Reserve	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Ross Reserve - Social Pavilion	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Mills Reserve Pavilion	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Norman Luth Reserve	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Edinburgh Reserve	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Robert Booth – Baseball	Per season	\$ 1,005.55	\$ 1,030.70	\$ 25.15	2.5%	CNCL	Y
Category 3							
Bond	Per season	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
Robert Booth – Little Athletics	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
Lois Twohig - Soccer	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
Lois Twohig - Little Athletics	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
Fotheringham Reserve	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
Ross Reserve - Little Athletics	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
- Soccer (small)	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
- Football	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
Wilson Oval – Greg Dickson	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
Wachter Reserve - small pavilion	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
Springvale Reserve Club pavilion	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
Heatherhill Secondary College	Per season	\$ 503.30	\$ 515.90	\$ 12.60	2.5%	CNCL	Y
Category 4 - Basic Pavilion							
Bond	Per season	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
Burden Park	Per season	\$ 251.90	\$ 258.20	\$ 6.30	2.5%	CNCL	Y
Shepley Umpires Room	Per season	\$ 251.90	\$ 258.20	\$ 6.30	2.5%	CNCL	Y
Tattersen Portables	Per season	\$ 251.90	N/A	Discontinued fee		CNCL	Y
All Pavilions							
PAVILIONS (Casual)							
Standard Bond - Community Group	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - Community Agency	Per event	\$ 200.00	\$ 200.00	\$ -	0.0%	CNCL	N
Standard Bond - Commercial	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	N
Community daily rate	Per day	\$ 92.90	\$ 95.20	\$ 2.30	2.5%	CNCL	Y
Community	Per hour	\$ 22.50	\$ 23.05	\$ 0.55	2.4%	CNCL	Y
Community Agency	Per hour	\$ 35.50	\$ 36.40	\$ 0.90	2.5%	CNCL	Y
Commercial	Per hour	\$ 47.50	\$ 48.70	\$ 1.20	2.5%	CNCL	Y
Additional cleaning fee	Per hour	Commercial rate +20%	Commercial rate +20%	N/A	N/A	CNCL	Y
Ross Reserve Social Room							
Community	Per hour	\$ 22.20	N/A	Discontinued fee		CNCL	Y
Community Agency	Per hour	\$ 35.10	N/A	Discontinued fee		CNCL	Y
Commercial	Per hour	\$ 47.45	N/A	Discontinued fee		CNCL	Y
Offices							
Category 1 - Shepley Reserve	Per season	\$ 624.35	\$ 639.95	\$ 15.60	2.5%	CNCL	Y
Category 2 - Greg Dickson Board Room	Per season	\$ 437.55	\$ 448.50	\$ 10.95	2.5%	CNCL	Y
Category 3 - Warner Reserve	Per season	\$ 312.70	\$ 320.50	\$ 7.80	2.5%	CNCL	Y
Category 4 - Ross Reserve Athletics	Per season	\$ 171.30	\$ 175.60	\$ 4.30	2.5%	CNCL	Y
Sportsground flood light maintenance							
Sportsground flood light maintenance	Per season	50% of real cost of works by Council	50% of real cost of works by Council	N/A	N/A	CNCL	Y
TENNIS CLUB ROOMS							
Includes Lois Twohig, George Andrews, Heritage, Rosswood and Fotheringham Reserve.							
Community Group	Per week	\$ 85.50	\$ 87.65	\$ 2.15	2.5%	CNCL	Y
Community Agency	Per week	\$ 128.00	\$ 131.20	\$ 3.20	2.5%	CNCL	Y
Commercial	Per week	\$ 170.50	\$ 174.75	\$ 4.25	2.5%	CNCL	Y
SCOUT HALLS							
Scout Hall (per hall)	Per annum	\$ 145.85	\$ 149.50	\$ 3.65	2.5%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Festivals and Events							
Stallholder charges at Council events							
Food stall: event 0 - 1,500 people	Per stall (3x3m)	\$ 160.00	\$ 164.00	\$ 4.00	2.5%	CNCL	Y
Food stall: event 0 - 1,500 people (coffee vendors only)	Per stall (3x3m)	\$ 160.00	\$ 82.00	-\$ 78.00	-48.8%	CNCL	Y
Food stall: event 1,501 - 5,000 people	Per stall (3x3m)	\$ 217.00	\$ 223.00	\$ 6.00	2.8%	CNCL	Y
Food stall: event 1,501 - 5,000 people (coffee vendors only)	Per stall (3x3m)	\$ 217.00	\$ 111.50	-\$ 105.50	-48.6%	CNCL	Y
Food stall: event 5,001 - 10,000 people	Per stall (3x3m)	\$ 268.00	\$ 275.00	\$ 7.00	2.6%	CNCL	Y
Food stall: event 5,001 - 10,000 people (coffee vendors only)	Per stall (3x3m)	\$ 268.00	\$ 137.50	-\$ 130.50	-48.7%	CNCL	Y
Food stall: event 10,001 - 20,000 people (previously 10,000 +)	Per stall (3x3m)	\$ 387.00	\$ 397.00	\$ 10.00	2.6%	CNCL	Y
Food stall: event 10,001 - 20,000 people (previously 10,000 +) (coffee vendors only)	Per stall (3x3m)	\$ 387.00	\$ 198.50	-\$ 188.50	-48.7%	CNCL	Y
Market stall: event 0 - 10,000 people	Per stall (3x3m)	\$ 31.00	\$ 32.00	\$ 1.00	3.2%	CNCL	Y
Market stall: event 10,001 - 20,000 people (previously 10,001 +)	Per stall (3x3m)	\$ 155.00	\$ 160.00	\$ 5.00	3.2%	CNCL	Y
Corporate/promotion stall: 0 - 5,000 people	Per stall (3x3m)	N/A	\$ 106.00		New fee	CNCL	Y
Corporate/promotion stall: 5,001 - 10,000 people	Per stall (3x3m)	N/A	\$ 212.00		New fee	CNCL	Y
Corporate/promotion stall: 10,001 - 20,000 people	Per stall (3x3m)	N/A	\$ 425.00		New fee	CNCL	Y
Community stall without an interactive activity, if a marquee is supplied	Per stall (3x3m)	\$ 31.00	\$ 32.00	\$ 1.00	3.2%	CNCL	Y
Marquee Supplied 3x3 m (cost recovery)	3x3m	\$ 191.00	\$ 195.00	\$ 4.00	2.1%	CNCL	Y
Marquee Supplied 6x3 m (cost recovery)	6x3m	\$ 382.00	\$ 390.00	\$ 8.00	2.1%	CNCL	Y
Trestle and chairs (x 2)	Per stall	\$ 27.00	\$ 28.00	\$ 1.00	3.7%	CNCL	Y
Powered site per stall	Per stall	\$ 54.00	\$ 55.00	\$ 1.00	1.9%	CNCL	Y
Major events: 20,000 plus people							
Food stalls	Per stall (3x3m)	\$ 704.00	\$ 722.00	\$ 18.00	2.6%	CNCL	Y
Food stalls (coffee vendors only)	Per stall (3x3m)	\$ 704.00	\$ 361.00	-\$ 343.00	-48.7%	CNCL	Y
Market stalls	Per stall (3x3m)	\$ 490.00	\$ 503.00	\$ 13.00	2.7%	CNCL	Y
Corporate stalls	Per stall (3x3m)	\$ 851.00	\$ 873.00	\$ 22.00	2.6%	CNCL	Y
Harmony Square (previously Dandenong Civic Square)							
Events up to 2,000 people							
Refundable deposit (bond)	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CNCL	Y
Organiser to provide security (licenced staff), bins (standard and recycling) and cleaning staff*							
Events 2,000-3,000 people							
Refundable deposit (bond)	Per event	\$ 1,000.00	\$ 1,000.00	\$ -	0.0%	CNCL	Y
Organiser to provide security (licenced staff), bins (standard and recycling) and cleaning staff*							
Harmony Square additional costs							
Umbrellas/chairs - 2 contractors to put up and bring in umbrellas/chairs	Per installation	\$ 798.00	\$ 817.95	\$ 19.95	2.5%	CNCL	Y
<i>* Bins, security and cleaning to be provided at the organiser's expense</i>							
Urban Screen - staffing							
Screen technician for after hours events - first two hours	Per hour	\$ 75.00	\$ 76.90	\$ 1.90	2.5%	CNCL	Y
Screen technician for after hours events - additional hour (after first two hours)	Per hour	\$ 100.00	\$ 102.50	\$ 2.50	2.5%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Fees and Charges**

Type of fees and charges	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Fee increase \$	Fee increase %	Basis of Fees	GST applied at 10%
Cultural tours							
Cultural and food tours	Per participant	\$ 50.00	\$ 51.25	\$ 1.25	2.5%	CNCL	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Budget 2018-19

Appendix E
Fees and charges
(subject to contract agreement)

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Fees and Charges Subject to Contract Agreement

Introduction

The City of Greater Dandenong provides a range of services to the community. Some of these services have an associated fee or charge levied. Services funded by fees and charges provide enhanced community wellbeing.

Goods and Services Tax (GST)

The current GST status of goods and services provided by Council is shown in this Schedule against each item. It is indicated in the right-most column on each page, as follows:

- **Y** - GST applies and is included in the amount shown
- **N** - GST does not apply to this good or service

Changes to GST Status

For GST purposes Council's fees and charges are subject to the following Australian Taxation Office (ATO) determination: *A New Tax System (Goods and Services Tax) (Exempt Taxes, Fees and Charges) Determination 2011 (No. 1)*

Deposits and GST

Deposits, when initially paid, do not attract GST. If part or all of a deposit is retained, due to damage to a hall, for example, GST is then applicable. If the deposit does not cover the full (GST-inclusive) charge, the extra amount will be requested of the hirer.

Basis of fee

The following fees and charges are determined based on the requirements of the specific management/contract arrangements in place between Council and the Managing Agency. The Management Agreements that exist between Council and the managing body state that the pricing policies and fees charged for the facility will be developed and agreed between Council and the Managing Agency, and will form part of their business plan.

As the fees and charges are under a contract arrangement, they are subject to change during the financial year.

In the column headed "Basis of Fee", an indication is given of the body responsible for determining the price. The following legend explains the abbreviations.

CON – Fees determined based on the requirements of Contract Agreements

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Contract Fees**

Type of contract fees	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Contract Fee increase \$	Contract Fee increase %	Basis of Fees	GST applied at 10%
Leisure and Aquatic Centres							
Memberships							
Full access membership - fortnightly fee	Per fortnight	\$ 43.10	\$ 44.40	\$ 1.30	3.0%	CON	Y
Full access membership - (concession - individual) fortnightly fee	Per fortnight	\$ 34.70	\$ 35.75	\$ 1.05	3.0%	CON	Y
Full access membership - (family & concession - two or more individuals) fortnightly fee	Per fortnight	\$ 27.50	\$ 28.30	\$ 0.80	2.9%	CON	Y
Full access membership - joining fee	Per membership	\$ 99.00	\$ 99.00	\$ -	0.0%	CON	Y
Full access membership - (concession) joining fee	Per membership	\$ 79.00	\$ 83.00	\$ 4.00	5.1%	CON	Y
Full access membership joining fee (family)	Per membership	\$ 51.50	\$ 55.00	\$ 3.50	6.8%	CON	Y
Full access membership joining fee (family + concession)	Per membership	\$ 41.50	\$ 45.00	\$ 3.50	8.4%	CON	Y
Springers Leisure Centre							
Main Hall and Minor Hall							
Court hire for basketball and netball and futsal (community group)	Per court per hour	\$ 44.00	\$ 44.00	\$ -	0.0%	CON	Y
Court hire for basketball and netball and futsal (community agency)	Per court per hour	\$ 46.00	\$ 46.00	\$ -	0.0%	CON	Y
Court hire for basketball and netball and futsal (commercial)	Per court per hour	\$ 53.00	\$ 53.00	\$ -	0.0%	CON	Y
Court hire for Volleyball (community groups)	Per court per hour	\$ 35.25	\$ 35.25	\$ -	0.0%	CON	Y
Court hire for Volleyball (community agency)	Per court per hour	\$ 37.40	\$ 37.40	\$ -	0.0%	CON	Y
Court hire for Volleyball (commercial)	Per court per hour	\$ 43.80	\$ 43.80	\$ -	0.0%	CON	Y
Table tennis	Per hour	\$ 11.85	\$ 12.20	\$ 0.35	3.0%	CON	Y
Direct programs							
Junior program	Per session	\$ 7.60	\$ 7.80	\$ 0.20	2.6%	CON	Y
Junior program	Per term	\$ 72.10	\$ 74.00	\$ 1.90	2.6%	CON	Y
Team registration							
Senior team - Basketball	Per registration	\$ 169.95	\$ 175.00	\$ 5.05	3.0%	CON	Y
Senior team - Netball	Per registration	\$ 159.65	\$ 164.00	\$ 4.35	2.7%	CON	Y
Junior team	Per registration	\$ 61.80	\$ 63.60	\$ 1.80	2.9%	CON	Y
Games fees							
Senior team - Basketball and Netball	Per registration	\$ 68.50	\$ 70.50	\$ 2.00	2.9%	CON	Y
Junior team	Per registration	\$ 55.60	\$ 57.00	\$ 1.40	2.5%	CON	Y
Day time competitions	Per match	\$ 49.45	\$ 51.00	\$ 1.55	3.1%	CON	Y
Casual fees							
Badminton court/hour (peak times)	Per court/ per hour	\$ 23.60	\$ 24.30	\$ 0.70	3.0%	CON	Y
Badminton court/hour (off peak times)	Per court/ per hour	\$ 16.15	\$ 16.60	\$ 0.45	2.8%	CON	Y
Badminton court/hour (weekend)	Per court/ per hour	\$ 18.50	\$ 19.00	\$ 0.50	2.7%	CON	Y
Individual for basketball	Per person	\$ 5.15	\$ 5.30	\$ 0.15	2.9%	CON	Y
Basketball super pass	Ten visit per pass	\$ 41.20	\$ 42.40	\$ 1.20	2.9%	CON	Y
Schools mega sports day	Per student	\$ 8.75	\$ 9.00	\$ 0.25	2.9%	CON	Y
Group fitness (day time)	Per class	\$ 7.85	\$ 8.10	\$ 0.25	3.2%	CON	Y
Group fitness (evening time)	Per class	\$ 8.75	\$ 9.00	\$ 0.25	2.9%	CON	Y
Group fitness (multi visit pass)	Ten visit per pass	\$ 72.10	\$ 74.00	\$ 1.90	2.6%	CON	Y
Group fitness membership	Per fortnight	\$ 26.80	\$ 27.80	\$ 1.00	3.7%	CON	Y
Group fitness membership (concession)	Per fortnight	\$ 21.40	\$ 22.20	\$ 0.80	3.7%	CON	Y
Racquet hire	Per hire	\$ 4.10	\$ 4.20	\$ 0.10	2.4%	CON	Y
Locker hire	Per hire	\$ 3.80	\$ 3.90	\$ 0.10	2.6%	CON	Y
Crèche/child	Per child/ per hour	\$ 5.30	\$ 5.40	\$ 0.10	1.9%	CON	N
Occasional care	Per child/ per hour	\$ 6.45	\$ 6.60	\$ 0.15	2.3%	CON	N

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Contract Fees**

Type of contract fees	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Contract Fee increase \$	Contract Fee increase %	Basis of Fees	GST applied at 10%
Hire fees							
Room hire - Community group	Per hour	\$ 33.00	\$ 33.00	\$ -	0.0%	CON	Y
Room hire - Community agency	Per hour	\$ 41.20	\$ 41.20	\$ -	0.0%	CON	Y
Room hire - Commercial	Per hour	\$ 51.50	\$ 51.50	\$ -	0.0%	CON	Y
Meeting room - Community groups	Per hour	\$ 33.00	\$ 33.00	\$ -	0.0%	CON	Y
Meeting room - Community agency	Per hour	\$ 39.15	\$ 39.15	\$ -	0.0%	CON	Y
Meeting room - Commercial	Per hour	\$ 49.45	\$ 49.45	\$ -	0.0%	CON	Y
Birthday Party - self run	Per child	\$ 10.55	\$ 10.80	\$ 0.25	2.4%	CON	Y
Birthday Party - self catering	Per child	\$ 16.50	\$ 17.00	\$ 0.50	3.0%	CON	Y
Birthday Party - full catering	Per child	\$ 22.15	\$ 22.80	\$ 0.65	2.9%	CON	Y
Office 1, 2 and 3 - Community group	Per month	\$ 122.00	\$ 125.60	\$ 3.60	3.0%	CON	Y
Office 1, 2 and 3 - Community agency	Per month	\$ 132.60	\$ 136.60	\$ 4.00	3.0%	CON	Y
Office 1, 2 and 3 - Commercial	Per month	\$ 148.55	\$ 153.00	\$ 4.45	3.0%	CON	Y
Office 4 - Community group	Per month	\$ 137.90	\$ 142.00	\$ 4.10	3.0%	CON	Y
Office 4 - Community agency	Per month	\$ 148.55	\$ 153.00	\$ 4.45	3.0%	CON	Y
Office 4 - Commercial	Per month	\$ 169.75	\$ 174.50	\$ 4.75	2.8%	CON	Y
Kitchen hire	Per session	\$ 72.10	\$ 74.20	\$ 2.10	2.9%	CON	Y
Kitchen hire (midweek per hour - min 2 hour booking)	Per hour	\$ 15.45	\$ 15.90	\$ 0.45	2.9%	CON	Y
Bond							
Function bond (minor events - 51-150 people in attendance)	Per event	\$ 500.00	\$ 500.00	\$ -	0.0%	CON	Y
Function bond (major events - 151 plus people in attendance)	Per event	\$ 1,000.00	\$ 1,000.00	\$ -	0.0%	CON	Y
Notes							
1) Function is any event in nature of or similar to birthday party, christening, wedding, special celebrations, festivals, exhibitions.							
2) Bookings of any nature for less than 50 people which involve alcohol will be charged the minor event bond.							
3) There will be a 10% surcharge fee for functions and hire on public holidays.							
4) Multi visit pass available for Badminton, buy 9 get tenth free for off peak, casual or weekend rates.							
Noble Park Aquatic Centre							
Adult recreational swim	Per session	\$ 6.70	\$ 6.90	\$ 0.20	3.0%	CON	Y
Concession swim	Per session	\$ 5.45	\$ 5.60	\$ 0.15	2.8%	CON	Y
Child swim	Per session	\$ 5.45	\$ 5.60	\$ 0.15	2.8%	CON	Y
Family swim	Per session	\$ 19.00	\$ 19.60	\$ 0.60	3.2%	CON	Y
Spectator	Per session	\$ 2.60	\$ 2.70	\$ 0.10	3.8%	CON	Y
Squad swim	Per session	\$ 2.70	\$ 2.80	\$ 0.10	3.7%	CON	Y
Indoor pool hire	Per hour	\$ 54.65	\$ 56.25	\$ 1.60	2.9%	CON	Y
Cost per student - 1:10 ratio (indoor pool charges also apply)	Per participant	\$ 6.80	\$ 7.00	\$ 0.20	2.9%	CON	Y
Cost per student - 1:9 ratio (indoor pool charges also apply)	Per participant	\$ 7.10	\$ 7.30	\$ 0.20	2.8%	CON	Y
Cost per student - 1:8 ratio (indoor pool charges also apply)	Per participant	\$ 7.50	\$ 7.70	\$ 0.20	2.7%	CON	Y
Cost per student - 1:7 ratio (indoor pool charges also apply)	Per participant	\$ 8.00	\$ 8.20	\$ 0.20	2.5%	CON	Y
Cost of additional instructor	Per instructor	\$ 42.45	\$ 43.70	\$ 1.25	2.9%	CON	Y
Schools							
Lane hire	Per hour	\$ 41.75	\$ 43.00	\$ 1.25	3.0%	CON	Y
School lane hire (lane hire charges also apply)	Per student	\$ 2.70	\$ 2.80	\$ 0.10	3.7%	CON	Y
Pool hire - carnival	Per hour	\$ 283.15	\$ 291.65	\$ 8.50	3.0%	CON	Y
Swim lesson (school instructor)	Per participant	\$ 4.50	\$ 4.65	\$ 0.15	3.3%	CON	N
Aquatic adventure	Per participant	\$ 12.55	\$ 12.90	\$ 0.35	2.8%	CON	Y
Multi visit passes							
Multi visit pass swim adults	x ten pass	\$ 60.30	\$ 62.10	\$ 1.80	3.0%	CON	Y
Multi visit pass swim concession	x ten pass	\$ 49.00	\$ 50.40	\$ 1.40	2.9%	CON	Y
Multi visit pass group exercise/aqua aerobics	x ten pass	\$ 143.10	\$ 147.15	\$ 4.05	2.8%	CON	Y
Multi visit pass group exercise/aqua aerobics concession	x ten pass	\$ 114.30	\$ 117.45	\$ 3.15	2.8%	CON	Y
Multi visit PrYme movers - Aqua movers	x ten pass	\$ 95.00	\$ 89.10	\$ -5.90	-6.2%	CON	Y
Multi visit - Aquatic squad pass	x 25 pass	\$ 66.95	\$ 68.95	\$ 2.00	3.0%	CON	Y
Multi visit - Aquatic squad pass	x 50 pass	\$ 133.90	\$ 137.90	\$ 4.00	3.0%	CON	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Contract Fees**

Type of contract fees	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Contract Fee increase \$	Contract Fee increase %	Basis of Fees	GST applied at 10%
Programs							
Aqua aerobics	Per session	\$ 15.90	\$ 16.35	\$ 0.45	2.8%	CON	Y
Aqua aerobics concession	Per session	\$ 12.70	\$ 13.05	\$ 0.35	2.8%	CON	Y
Group fitness	Per session	\$ 15.90	\$ 16.35	\$ 0.45	2.8%	CON	Y
Group fitness concession	Per session	\$ 12.70	\$ 13.05	\$ 0.35	2.8%	CON	Y
Aqua movers	Per session	\$ 9.50	\$ 9.90	\$ 0.40	4.2%	CON	Y
Birthday parties							
Birthday parties uncatered	Per session	\$ 21.00	\$ 21.50	\$ 0.50	2.4%	CON	Y
Birthday parties catering	Per person	N/A	\$ 12.45		New fee	CON	Y
Water slide							
Water slide	Per slide	\$ 2.20	\$ 2.25	\$ 0.05	2.3%	CON	Y
Water slide	x 5 pass	\$ 8.55	\$ 8.80	\$ 0.25	2.9%	CON	Y
Water slide (school and user groups only)	Per hour	\$ 97.95	\$ 100.90	\$ 2.95	3.0%	CON	Y
Community rooms							
Community room hire - Community group	Per hour	\$ 35.25	\$ 36.30	\$ 1.05	3.0%	CON	Y
Community room hire - Community agency	Per hour	\$ 35.25	\$ 36.30	\$ 1.05	3.0%	CON	Y
Community room hire - Commercial	Per hour	\$ 45.40	\$ 46.75	\$ 1.35	3.0%	CON	Y
Community room hire - Outside operational hours	Per hour	\$ 90.75	\$ 93.45	\$ 2.70	3.0%	CON	Y
Memberships							
NPAC health and wellness	Per fortnight	\$ 30.60	\$ 31.50	\$ 0.90	2.9%	CON	Y
NPAC health and wellness (concession/family)	Per fortnight	\$ 24.40	\$ 25.10	\$ 0.70	2.9%	CON	Y
NPAC health and wellness (start up fee)	Joining	\$ 71.00	\$ 73.10	\$ 2.10	3.0%	CON	Y
NPAC aquatic access (PrYme Movers)	Per fortnight	\$ 24.40	\$ 25.10	\$ 0.70	2.9%	CON	Y
NPAC aquatic membership (concession/family)	Per fortnight	\$ 19.40	\$ 19.95	\$ 0.55	2.8%	CON	Y
NPAC aquatic membership start up fee	Joining	\$ 49.50	\$ 50.00	\$ 0.50	1.0%	CON	Y
Swimming Lesson Membership (previously NPAC swim school membership)	Per fortnight	\$ 37.10	\$ 38.20	\$ 1.10	3.0%	CON	N
Swimming Lesson Membership (Concession) (previously NPAC swim school concession/ family)	Per fortnight	\$ 29.50	\$ 30.40	\$ 0.90	3.1%	CON	N
Locker hire							
Locker hire	3 hours	\$ 3.00	\$ 3.00	\$ -	0.0%	CON	Y
Locker hire	6 hours	\$ 5.00	\$ 5.00	\$ -	0.0%	CON	Y
Dandenong Oasis							
Facility hire							
Function room hire - Community group	Per hour	\$ 40.00	\$ 41.20	\$ 1.20	3.0%	CON	Y
Function room hire - Community agency	Per hour	\$ 40.00	\$ 41.20	\$ 1.20	3.0%	CON	Y
Function room hire - Commercial	Per hour	\$ 45.75	\$ 47.00	\$ 1.25	2.7%	CON	Y
Crèche room hire - Community group	Per hour	\$ 40.00	\$ 41.20	\$ 1.20	3.0%	CON	Y
Crèche room hire - Community agency	Per hour	\$ 40.00	\$ 41.20	\$ 1.20	3.0%	CON	Y
Crèche room hire - Commercial	Per hour	\$ 45.75	\$ 47.00	\$ 1.25	2.7%	CON	Y
Locker hire							
Locker hire	3 hours	\$ 3.00	\$ 3.00	\$ -	0.0%	CON	Y
Locker hire	6 hours	\$ 5.00	\$ 5.00	\$ -	0.0%	CON	Y
Casual swim							
Adult recreational swim	Per session	\$ 6.70	\$ 6.90	\$ 0.20	3.0%	CON	Y
Child recreational swim	Per session	\$ 5.45	\$ 5.60	\$ 0.15	2.8%	CON	Y
Concession recreational swim	Per session	\$ 5.45	\$ 5.60	\$ 0.15	2.8%	CON	Y
Family recreational swim	Per session	\$ 19.00	\$ 19.60	\$ 0.60	3.2%	CON	Y
Spectator	Per session	\$ 2.60	\$ 2.70	\$ 0.10	3.8%	CON	Y
Splash zone	Per session	\$ 3.20	\$ 3.30	\$ 0.10	3.1%	CON	Y
Swim / sauna / spa	Per session	\$ 9.70	\$ 10.00	\$ 0.30	3.1%	CON	Y
Swim / sauna / spa (concession)	Per session	\$ 7.50	\$ 7.70	\$ 0.20	2.7%	CON	Y
Multi visit pass swim adults	10 visits	\$ 60.25	\$ 62.10	\$ 1.85	3.1%	CON	Y
Multi visit pass swim adults	10 visits	\$ 48.20	\$ 50.40	\$ 2.20	4.6%	CON	Y
Multi visit pass swim sauna spa hydro adult	10 visits	\$ 87.15	\$ 90.00	\$ 2.85	3.3%	CON	Y
Multi visit pass swim sauna spa hydro concession	10 visits	\$ 67.65	\$ 69.30	\$ 1.65	2.4%	CON	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Contract Fees**

Type of contract fees	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Contract Fee increase \$	Contract Fee increase %	Basis of Fees	GST applied at 10%
Group fitness							
Aqua aerobics	Per session	\$ 15.95	\$ 16.40	\$ 0.45	2.8%	CON	Y
Aqua aerobics (concession)	Per session	\$ 12.75	\$ 13.10	\$ 0.35	2.7%	CON	Y
Group fitness	Per session	\$ 15.95	\$ 16.40	\$ 0.45	2.8%	CON	Y
Group fitness (concession)	Per session	\$ 12.75	\$ 13.10	\$ 0.35	2.7%	CON	Y
Multi visit pass group fitness	10 visits	\$ 143.70	\$ 147.60	\$ 3.90	2.7%	CON	Y
Multi visit pass group fitness concession	10 visits	\$ 114.95	\$ 117.90	\$ 2.95	2.6%	CON	Y
Multi visit pass aqua movers	10 visits	\$ 87.15	\$ 89.10	\$ 1.95	2.2%	CON	Y
Boot camp							
Boot camp (non-members)	3 sessions/ per week	\$ 126.70	\$ 130.00	\$ 3.30	2.6%	CON	Y
Boot camp (members)	3 sessions/ per week	\$ 106.10	\$ 109.00	\$ 2.90	2.7%	CON	Y
Older adults programs							
Aqua movers	Per session	\$ 9.60	\$ 9.90	\$ 0.30	3.1%	CON	Y
Gentle exercise	Per session	\$ 9.60	\$ 9.90	\$ 0.30	3.1%	CON	Y
Health club							
Casual health club – adult	Per session	\$ 26.95	\$ 27.70	\$ 0.75	2.8%	CON	Y
Casual health club – concession	Per session	\$ 21.40	\$ 22.00	\$ 0.60	2.8%	CON	Y
Personal training – member	Half hour	\$ 37.70	\$ 38.80	\$ 1.10	2.9%	CON	Y
Personal training – non-member	Half hour	\$ 41.80	\$ 43.00	\$ 1.20	2.9%	CON	Y
Childcare							
Childcare – members	Per hour	\$ 5.15	\$ 5.20	\$ 0.05	1.0%	CON	N
Childcare – casuals	Per hour	\$ 6.15	\$ 6.20	\$ 0.05	0.8%	CON	N
Birthday party							
Birthday party - non-catering	Per child	\$ 21.00	\$ 21.50	\$ 0.50	2.4%	CON	Y
Squash hire	Per hour	\$ 24.40	\$ 25.00	\$ 0.60	2.5%	CON	Y
Memberships							
Full membership results plus fortnightly fee	Per fortnight	\$ 55.90	\$ 58.40	\$ 2.50	4.5%	CON	Y
Full membership results plus fortnightly fee (concession)	Per fortnight	\$ 47.70	\$ 49.70	\$ 2.00	4.2%	CON	Y
Full membership results plus fortnightly family and concession	Per fortnight	\$ 40.70	\$ 42.30	\$ 1.60	3.9%	CON	Y
Personal training membership (2 per fortnight)	Per fortnight	\$ 75.50	\$ 77.60	\$ 2.10	2.8%	CON	Y
Personal training membership (4 per fortnight)	Per fortnight	\$ 151.00	\$ 155.00	\$ 4.00	2.6%	CON	Y
Personal training membership (8 per fortnight)	Per fortnight	\$ 302.00	\$ 310.00	\$ 8.00	2.6%	CON	Y
Aquatic membership - joining fee	Per membership	\$ 61.50	\$ 63.00	\$ 1.50	2.4%	CON	Y
Aquatic membership joining fee (concession)	Per membership	\$ 49.50	\$ 50.00	\$ 0.50	1.0%	CON	Y
Aquatic membership - fortnightly fee	Per fortnight	\$ 25.40	\$ 26.10	\$ 0.70	2.8%	CON	Y
Aquatic membership - fortnightly fee (single concession)	Per fortnight	\$ 20.80	\$ 21.40	\$ 0.60	2.9%	CON	Y
Aquatic membership - fortnightly fee (family concession - 2 or more members join together)	Per fortnight	\$ 16.40	\$ 16.90	\$ 0.50	3.0%	CON	Y
Swim School plus membership - fortnightly fee	Per fortnight	\$ 37.10	\$ 38.00	\$ 0.90	2.4%	CON	N
Swim School plus membership - fortnightly fee (concession or family)	Per fortnight	\$ 29.50	\$ 30.40	\$ 0.90	3.1%	CON	N
Pool hire							
1/2 Hydro	1/2 hour	\$ 40.65	\$ 41.80	\$ 1.15	2.8%	CON	Y
1/2 Hydro	1 hour	\$ 81.35	\$ 83.70	\$ 2.35	2.9%	CON	Y
Hydro full pool	1/2 hour	\$ 82.50	\$ 84.90	\$ 2.40	2.9%	CON	Y
Hydro full pool	1 hour	\$ 166.15	\$ 171.00	\$ 4.85	2.9%	CON	Y
50 metre lane hire (per hour)	Per lane	\$ 57.15	\$ 58.80	\$ 1.65	2.9%	CON	Y
50 metre lane hire (per half hour)	Per lane	\$ 37.60	\$ 38.70	\$ 1.10	2.9%	CON	Y
50m pool hire all 8 lanes	Per hour	\$ 365.65	\$ 376.00	\$ 10.35	2.8%	CON	Y
Entry per participant (pool hire charges also apply)	Per person	\$ 3.30	\$ 3.40	\$ 0.10	3.0%	CON	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Contract Fees**

Type of contract fees	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Contract Fee increase \$	Contract Fee increase %	Basis of Fees	GST applied at 10%
Swim squad							
Aquatic Squads	Per fortnight	\$ 43.25	\$ 44.50	\$ 1.25	2.9%	CON	N
School - Aquatic							
Cost per student 1 - 10 ratio	Per student	\$ 6.80	\$ 7.00	\$ 0.20	2.9%	CON	N
Cost per student 1 - 9 ratio	Per student	\$ 7.10	\$ 7.30	\$ 0.20	2.8%	CON	N
Cost per student 1 - 8 ratio	Per student	\$ 7.50	\$ 7.70	\$ 0.20	2.7%	CON	N
Cost per student 1 - 7 ratio	Per student	\$ 8.00	\$ 8.20	\$ 0.20	2.5%	CON	N
Cost per student - school instructors	Per student	\$ 4.50	\$ 4.65	\$ 0.15	3.3%	CON	N
Cost of additional instructors	Per instructor	\$ 42.45	\$ 43.70	\$ 1.25	2.9%	CON	N
Aquatic adventure	Per participant	\$ 12.40	\$ 12.75	\$ 0.35	2.8%	CON	Y
Dandenong Stadium							
Entry fees (junior competition) *	Per child	\$ 3.00	\$ 3.00	\$ -	0.0%	CON	Y
Entry fee (senior competition) *	Per adult	\$ 3.00	\$ 3.00	\$ -	0.0%	CON	Y
* Free entry for spectators under 12 years							
Entry fee - concession (all competitions)	Per adult	\$ 2.40	\$ 2.40	\$ -	0.0%	CON	Y
Entry fee - family (all competitions)	Per family (2 adults, 2 children)	\$ 10.00	\$ 10.00	\$ -	0.0%	CON	Y
5 Visit multi-pass	Per person	\$ 15.00	\$ 15.00	\$ -	0.0%	CON	Y
5 Visit multi-pass - concession	Per person	\$ 12.00	\$ 12.00	\$ -	0.0%	CON	Y
10 Visit multi-pass (incl. +1 free visit)	Per person	\$ 30.00	\$ 30.00	\$ -	0.0%	CON	Y
10 Visit multi-pass - concession (incl. +1 free visit)	Per person	\$ 24.00	\$ 24.00	\$ -	0.0%	CON	Y
20 Visit multi-pass (incl. +2 free visits)	Per person	\$ 60.00	\$ 60.00	\$ -	0.0%	CON	Y
20 Visit multi-pass - concession (incl. +2 free visits)	Per person	\$ 48.00	\$ 48.00	\$ -	0.0%	CON	Y
Casual Court hire	Per person	\$ 5.30	\$ 5.45	\$ 0.15	2.8%	CON	Y
Court hire - per hour							
Show court	Per hour	\$ 79.10	\$ 81.10	\$ 2.00	2.5%	CON	Y
Basketball court- Community group	Per hour	\$ 40.20	\$ 41.20	\$ 1.00	2.5%	CON	Y
Basketball court- Community agency	Per hour	\$ 40.20	\$ 41.20	\$ 1.00	2.5%	CON	Y
Basketball court - Commercial	Per hour	\$ 66.40	\$ 68.05	\$ 1.65	2.5%	CON	Y
Volleyball hard court - Community group	Per hour	\$ 40.20	\$ 41.20	\$ 1.00	2.5%	CON	Y
Volleyball hard court - Community agency	Per hour	\$ 40.20	\$ 41.20	\$ 1.00	2.5%	CON	Y
Volleyball hard court - Commercial	Per hour	\$ 66.40	\$ 68.05	\$ 1.65	2.5%	CON	Y
Volleyball beach court	Per hour	\$ 43.90	\$ 45.00	\$ 1.10	2.5%	CON	Y
Volleyball split court (V3/V4)	Per hour	\$ 34.20	\$ 35.05	\$ 0.85	2.5%	CON	Y
Function hire							
Meeting Room - Community group	Per hour	\$ 28.80	\$ 29.50	\$ 0.70	2.4%	CON	Y
Meeting room - Community agency	Per hour	\$ 33.50	\$ 34.35	\$ 0.85	2.5%	CON	Y
Meeting Room - Commercial	Per hour	\$ 38.80	\$ 39.75	\$ 0.95	2.4%	CON	Y
Function Room - Community group	Per hour	\$ 55.00	\$ 56.35	\$ 1.35	2.5%	CON	Y
Function Room - Community agency	Per hour	\$ 60.50	\$ 62.00	\$ 1.50	2.5%	CON	Y
Function Room - Commercial	Per hour	\$ 66.00	\$ 67.65	\$ 1.65	2.5%	CON	Y
Upper Meeting room - Community group	Per hour	\$ 11.10	\$ 11.40	\$ 0.30	2.7%	CON	Y
Upper Meeting room - Community agency	Per hour	\$ 16.60	\$ 17.00	\$ 0.40	2.4%	CON	Y
Upper Meeting room - Commercial	Per hour	\$ 22.20	\$ 22.75	\$ 0.55	2.5%	CON	Y
Equipment charges							
Data Projector - downstairs meeting room	Per hire	\$ 60.80	\$ 62.30	\$ 1.50	2.5%	CON	Y
Data Projector (dual projectors)- function room	Per hire	\$ 91.30	\$ 93.60	\$ 2.30	2.5%	CON	Y
TV/DVD player	Per hire	\$ 24.40	\$ 25.00	\$ 0.60	2.5%	CON	Y
Microphone & PA system (function room)	Per hire	\$ 63.40	\$ 65.00	\$ 1.60	2.5%	CON	Y
Carpet (floor protection)	Per hire	\$ 974.00	\$ 998.35	\$ 24.35	2.5%	CON	Y
		Starting from:	Starting from:				
Catering							
Tea/coffee/biscuits package	Per person	\$ 4.60	\$ 4.70	\$ 0.10	2.2%	CON	Y
Morning/afternoon tea package - under 50 people	Per person	\$ 12.20	\$ 12.50	\$ 0.30	2.5%	CON	Y
Morning/afternoon tea package - over 50 people	Per person	\$ 9.90	\$ 10.15	\$ 0.25	2.5%	CON	Y
Basic finger food menu - less than 50 people	Per person	\$ 17.10	\$ 17.55	\$ 0.45	2.6%	CON	Y
Basic finger food menu - more than 50 people	Per person	\$ 14.70	\$ 15.05	\$ 0.35	2.4%	CON	Y
Gourmet finger food menu - less than 50 people	Per person	\$ 23.30	\$ 23.90	\$ 0.60	2.6%	CON	Y
Gourmet finger food menu - more than 50 people	Per person	\$ 20.70	\$ 21.20	\$ 0.50	2.4%	CON	Y
Buffet menu (2 courses) - less than 50 people	Per person	\$ 34.20	\$ 35.05	\$ 0.85	2.5%	CON	Y
Buffet menu (2 courses) - more than 50 people	Per person	\$ 31.90	\$ 32.70	\$ 0.80	2.5%	CON	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

**City of Greater Dandenong
2018-19 Contract Fees**

Type of contract fees	Unit	2017-18 GST inclusive fee \$	2018-19 GST inclusive fee \$	Contract Fee increase \$	Contract Fee increase %	Basis of Fees	GST applied at 10%
Buffet menu (3 courses) - less than 50 people	Per person	\$ 40.30	\$ 41.30	\$ 1.00	2.5%	CON	Y
Buffet menu (3 courses) - more than 50 people	Per person	\$ 37.80	\$ 38.75	\$ 0.95	2.5%	CON	Y
Sandwich platter (various platters are available)	Per platter	\$ 58.50	\$ 59.95	\$ 1.45	2.5%	CON	Y
Cake platter	Per platter	\$ 45.10	\$ 46.25	\$ 1.15	2.5%	CON	Y
Cheese and fruit platter	Per platter	\$ 45.10	\$ 46.25	\$ 1.15	2.5%	CON	Y
Dandenong Stadium fees and charges are currently under review and may be subject to change.							
*Hire rates may vary dependant on booking requirements.							
~ Catering rates advised are minimum charges and prices may vary dependant on actual requirements.							
Dandenong Netball Complex							
Stadium							
Court hire - Schools	Per court per hour	\$ 12.40	\$ 12.70	\$ 0.30	2.4%	CON	Y
Court hire - Community group	Per court per hour	\$ 23.00	\$ 23.55	\$ 0.55	2.4%	CON	Y
Court hire - Community agency	Per court per hour	\$ 35.00	\$ 35.90	\$ 0.90	2.6%	CON	Y
Court hire - Commercial	Per court per hour	\$ 47.00	\$ 48.15	\$ 1.15	2.4%	CON	Y
Day hire (8:00am to 4:00pm)	4 courts	\$ 575.00	\$ 589.40	\$ 14.40	2.5%	CON	Y
Evening hire (6:00pm to 10:00pm)	4 courts	\$ 345.00	\$ 353.60	\$ 8.60	2.5%	CON	Y
Skating							
Court hire - Community group	4 courts per hour	\$ 55.00	\$ 56.00	\$ 1.00	1.8%	CON	Y
Court hire - Community agency	4 courts per hour	\$ 66.00	\$ 67.65	\$ 1.65	2.5%	CON	Y
Court hire - Commercial	4 courts per hour	\$ 110.00	\$ 112.75	\$ 2.75	2.5%	CON	Y
Direct programs							
Night netball - Door charge	Per person	\$ 1.00	\$ 1.00	\$ -	0.0%	CON	Y
Night netball - Team registration	Per team per season	\$ 70.00	\$ 70.00	\$ -	0.0%	CON	Y
Night team - Game fee	Per team per season	\$ 45.50	\$ 49.00	\$ 3.50	7.7%	CON	Y
Junior team (17 and under, 15 and under)	Per team per season	\$ 240.00	\$ 245.00	\$ 5.00	2.1%	CON	Y
Junior team (13 and under, 11 and under)	Per team per season	\$ 240.00	\$ 245.00	\$ 5.00	2.1%	CON	Y
Net Set Go	Per person per season	\$ 5.00	\$ 5.00	\$ -	0.0%	CON	Y
Outdoor courts							
Schools / skating	Per day	\$ 125.00	\$ 130.00	\$ 5.00	4.0%	CON	Y
Others	Per day	\$ 605.00	\$ 620.15	\$ 15.15	2.5%	CON	Y
Meeting rooms							
Meeting room - Community Group	Per hour	\$ 20.00	\$ 20.00	\$ -	0.0%	CON	Y
Meeting room - Community Agency	Per hour	\$ 31.00	\$ 31.75	\$ 0.75	2.4%	CON	Y
Meeting room - Commercial	Per hour	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CON	Y
Small meeting room - Community Group	Per hour	\$ 20.00	\$ 20.50	\$ 0.50	2.5%	CON	Y
Small meeting room - Community Agency	Per hour	\$ 31.00	\$ 31.75	\$ 0.75	2.4%	CON	Y
Small meeting room - Commercial	Per hour	\$ 41.00	\$ 42.00	\$ 1.00	2.4%	CON	Y

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Budget 2018-19

Appendix F

Performance indicators

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Appendix F – Performance Indicators**

In accordance with the *Local Government Act 1989* Section 131(4), Council is required to report on its performance against a common suite of indicators. The measures included in the Service Performance, Financial Performance and Sustainable Capacity Indicator tables below will be reported upon in Council's Annual Report. These indicators will form Council's Performance Statement and are required to be audited under Section 132 of this Act.

**Local Government Performance Measures
For the year ending 30 June 2019**

Service Performance Indicators

Indicator	Description	Measure
Governance		
Satisfaction	Councils make and implement decisions in the best interests of the community.	Satisfaction with Council decisions (community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community).
Statutory Planning		
Decision making	Planning application processing and decisions are consistent with the local planning scheme.	Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT and that were not set aside).
Roads		
Satisfaction	Sealed local road network is maintained and renewed to ensure that it is safe and efficient.	Satisfaction with sealed local roads (community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).
Libraries		
Participation	Library resources are free, accessible and well utilised.	Active library members (percentage of the municipal population that are active library members).
Waste Collection		
Waste diversion	Amount of waste diverted from landfill is maximised.	Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).
Aquatic Facilities		
Utilisation	Aquatic facilities are safe, accessible and well utilised.	Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Indicator	Description	Measure
Animal management		
Health and safety	Animal management service protects the health and safety of animals, humans and the environment.	Animal management prosecutions (number of successful animal management prosecutions).
Food safety		
Health and safety	Food safety service protects public health by preventing the sale of unsafe food.	Critical and major non-compliance notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).
Maternal and Child Health		
Participation	Councils promote healthy outcomes for children and their families.	Participation in the MCH service (percentage of children enrolled who participate in the MCH service).
		Participation in the MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Financial Performance Indicators**

Indicator	Description	Measure
Operating position		
Adjusted underlying result	An adjusted underlying surplus is generated in the ordinary course of business.	Adjusted underlying surplus (or deficit) (adjusted underlying surplus (or deficit) as a percentage of underlying revenue).
Liquidity		
Working capital	Sufficient working capital is available to pay bills as and when they fall due.	Current assets compared to current liabilities (current assets as a percentage of current liabilities).
Unrestricted cash	Sufficient cash that is free of restrictions is available to pay bills as and when they fall due.	Unrestricted cash compared to current liabilities (unrestricted cash as a percentage of current liabilities).
Obligations		
Loans and borrowings	Level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities.	Loans and borrowings compared to rates (interest bearing loans and borrowings as a percentage of rate revenue).
		Loans and borrowings repayments compared to rates (interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue).
Indebtedness	Level of long term liabilities is appropriate to the size and nature of a Council's activities.	Non-current liabilities compared to own source revenue (non-current liabilities as a percentage of own-source revenue).
Asset renewal	Assets are renewed as planned.	Asset renewal compared to depreciation (asset renewal expenses as a percentage of depreciation).
Stability		
Rates concentration	Revenue is generated from a range of sources.	Rates compared to adjusted underlying revenue (rate revenue as a percentage of adjusted underlying revenue).
Rates effort	Rating level is set based on the community's capacity to pay.	Rates compared to property values (rate revenue as a percentage of the capital improved value of rateable properties in the municipality).
Efficiency		
Expenditure level	Resources are used efficiently in the delivery of services.	Expenses per property assessment (total expenses per property assessment).
Revenue level	Resources are used efficiently in the delivery of services.	Average residential rate per residential property assessment (residential rate revenue per residential property assessment).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Indicator	Description	Measure
Workforce turnover	Resources are used efficiently in the delivery of services.	Resignations and terminations compared to average staff (number of permanent staff resignations and terminations as a percentage of average number of permanent staff).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)**Sustainable Capacity Indicators**

Indicator	Description	Measure
Own-source revenue	Revenue is generated from a range of sources in order to fund the delivery of Council services to the community.	Own-source revenue per head of municipal population (own-source revenue per head of municipal population).
Recurrent grants	Revenue is generated from a range of sources in order to fund the delivery of Council services to the community.	Recurrent grants per head of municipal population (recurrent grants per head of municipal population).
Population	Population is a key driver of a Council's ability to fund the delivery of services to the community.	Expenses per head of municipal population (total expenses per head of municipal population).
		Infrastructure per head of municipal population (value of infrastructure per head of municipal population).
		Population density per length of road (municipal population per kilometre of local road).
Disadvantage	Disadvantage is a key driver of a Council's ability to fund the delivery of services to the community.	Relative socio-economic disadvantage (relative Socio-economic Disadvantage of the municipality).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)



City of Greater Dandenong
Budget 2018-19

Appendix G

Glossary of terms

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

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2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Appendix G – Glossary of terms

Term	Definition
Accounting Standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law under s 296 of the <i>Corporations Act 2001</i> . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
Act	<i>Local Government Act 1989</i>
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than grants and non-monetary contributions. Local Government (Planning and Reporting) Regulations 2014 - Schedule 3.
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which can be masked in the net surplus (or deficit) by capital-related items. Local Government (Planning and Reporting) Regulations 2014 - Schedule 3.
Annual budget	Plan under Section 127 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.
Annual report	The annual report prepared by Council under sections 131, 132 and 133 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries Local Government (Planning and Reporting) Regulations 2014 – Section 5.
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability. Local Government (Planning and Reporting) Regulations 2014 – Section 5.
Asset upgrade expenditure	Expenditure that: (a) enhances an existing asset to provide a higher level of service, or (b) increases the life of the asset beyond its original life. Local Government (Planning and Reporting) Regulations 2014 – Section 5.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Term	Definition
Balance sheet	<p>The balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year.</p> <p>The balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Budget preparation requirement	<p>Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year.</p> <p>The Local Government Amendment (Performance Reporting and Accountability) Bill 2013 amends the date the budget must be adopted to 30 June each year – refer section 11(1) of the Bill. This amends section 130 (3) of the Act.</p>
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	A detailed list of capital works expenditure that will be undertaken during the budget financial year. Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works	Carry forward capital works are those that are incomplete in the current budget year and will be completed in the following budget year.
Community plan / vision	A 'community owned' document or process which identifies the long term needs and aspirations of the Council, and the medium and short term goals and objectives which are framed within the long term plan.
Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Council plan	Means a Council Plan prepared by the Council under Section 125 of the Local Government Act 1989. This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework required by the Act.
Department of Environment, Land, Water and Planning (DELWP)	<p>Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP).</p> <p>It was previously part of the former:</p> <ul style="list-style-type: none"> • Department of Transport, Planning and Local Infrastructure (DTPLI). • Department of Planning and Community Development (DPCD). • Department of Victorian Communities (DVC).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Term	Definition
Differential rates	When a Council intends to declare a differential rate (eg business and residential), information prescribed by the Act under section 161 must be disclosed in the Council budget.
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution change the purpose of these reserves.
External influences in the preparation of a budget.	Matters arising from third party actions over which Council has little or no control e.g. change in legislation.
Financial Statements	<p>Section(s) 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act require the following documents to include financial statements:</p> <ul style="list-style-type: none"> • Strategic resource plan • Budget • Annual report <p>The financial statements to be included in the Budget comprise:</p> <ul style="list-style-type: none"> • Comprehensive Income Statement • Balance Sheet • Statement of Changes in Equity • Statement of Cash Flows • Statement of Capital Works <p>The financial statements must be in the form set out in the Local Government Model Financial Report.</p>
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.
Four way budgeting methodology (<i>Strategic resource plan</i>)	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	A category of non-current fixed assets comprising a number of asset classes including roads, drains, footpaths and cycleways, bridges, off-street car parks, recreational, leisure and community facilities and parks, open space and streetscapes.
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of a budget	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Term	Definition
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Investment property	Land and building assets generating long-term rental yields.
Key assumptions	When preparing a budgeted balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, Regulations and other laws and statutes under which set a Council's governance and reporting requirements.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.
Local Government (Planning and Reporting) Regulations 2014	Regulations, made under Section 243 of the Local Government Act 1989 which prescribe: <ul style="list-style-type: none"> (a) The content and preparation of the financial statements of a Council. (b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council. (c) The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report. (d) Other matters required to be prescribed under Parts 6 and 7 of the Act.
Long Term Financial Strategy	<p>A Long Term Financial Strategy is a key component of the Strategic Resource Plan and is a separate document to the annual budget, setting the future financial direction of the Council. Longer term planning is essential in ensuring that an organisation remains financially sustainable in the long term. The annual budget should be consistent with the first projected year of a Long Term Financial Strategy.</p> <p>An extract of the Long Term Financial Strategy is included in the budget report to provide information about the long term financial sustainability of the Council and how the budget for the forthcoming year fits with in that framework.</p> <p>It also demonstrates the linkage with the Council plan objectives, goals and desired outcomes by including a summary of these short and long term objectives. Reference to the Long Term Financial Strategy in an annual budget should include as a minimum, plan development and key outcomes.</p>
New asset expenditure	<p>Expenditure that creates a new asset that provides a service that does not currently exist.</p> <p>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</p>
Non-financial resources	Resources of a non-financial nature (such as human resources, information systems and processes, asset management systems) which are consumed by a Council in the achievement of its strategic resource plan goals.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Term	Definition
Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.
Operating performance (Impact of current year on budget year)	This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.
Operating revenue	Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.
Own-source revenue	Adjusted underlying revenue other than revenue that is not under the control of Council (including government grants). Local Government (Planning and Reporting) Regulations 2014 – Regulation 5.
Performance statement	Performance statement prepared by a Council under Section 131 of the Act. A performance statement must be included in the annual report of a Council and include the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year.
Rate structure (Rating information)	Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum of rate levels and increases from year to year are made as part of Council's long term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	Local Government (Planning and Reporting) Regulations 2014.
Restricted cash	Cash and cash equivalents, within the meaning of the Australian Accounting Standards (AAS), that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a Council under Section 128 of the Act. Section 128 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Term	Definition
Road Management Act	The purpose of this Act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the local Government Act 1989.
Service delivery (in strategic resource plan)	A key outcome of a strategic resource plan, service delivery must be linked with performance strategies in order to assess the adequacy of service delivery and the impact on long term budget preparation.
Services, initiatives, major initiatives and commitments	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan.</p> <p>The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives mean actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.</p>
Statement of capital works	<p>The statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works should be prepared in accordance with Regulation 9 and the Local Government Model Financial Report.</p> <p>Local Government (Planning and Reporting) Regulations 2014 – Section 9. Refer also Financial Statements Appendix A.</p>
Statement of cash flows	The statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.
Statement of changes in equity	The statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The statement of changes in equity should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Statement of human resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff. Refer also Financial Statements Appendix A.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.

2.4.2 Adoption of the 2018-19 Annual Budget (Cont.)

Term	Definition
Strategic planning framework	A “community owned” document or process which identifies the long term needs and aspirations of the Council, and the medium and short term goals and objectives which are framed within the long term plan.
Strategic resource plan (SRP)	<p>Section 125(2) (d) of the Act requires that a Council must prepare and approve a Council Plan that must include a strategic resource plan containing the matters specified in Section 126.</p> <p>Section 126 of the Act states that.</p> <ul style="list-style-type: none"> the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years the strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan council must review their strategic resource plan during the preparation of the council plan council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website. <p>In preparing the strategic resource plan, councils should comply with the principles of sound financial management (Section 136) as prescribed in the Act being to:</p> <ul style="list-style-type: none"> prudently manage financial risks relating to debt, assets and liabilities provide reasonable stability in the level of rate burden consider the financial effects of council decisions on future generations provide full, accurate and timely disclosure of financial information. <p>In addition to Section 126 of the Act, parts 2 and 3 of the Regulations also prescribe further details in relation to the preparation of a strategic resource plan.</p>
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
Valuations of Land Act 1960	<p>The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years.</p> <p>Valuations of Land Act 1960 – Section 11.</p>

2.5 POLICY AND STRATEGY

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19

File Id:

Responsible Officer:

Director Corporate Services

Attachments:

Council Plan 2017-21 (Revised 2018)
Annual Plan 2018-19

Report Summary

This report presents the Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 for final adoption by Council. Both plans were placed on public exhibition for 28 days in accordance with the formal submission process under Section 223 of the Local Government Act 1989. Four submissions were received during the public exhibition period however these related to the Proposed Budget 2018-19.

Recommendation Summary

This report recommends that the Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 be adopted by Council.

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)**Background**

As part of its legislative requirements, Council must review its Council Plan each year. The revised Council Plan must be lodged with the Minister by 30 June 2018, after a 28 day formal submission process and adoption by Council.

The Act further provides that the Council Plan must include the following:

- the strategic objectives of Council;
- strategies for achieving those objectives for at least the next four years;
- strategic indicators for monitoring the achievement of the objectives; and
- a Strategic Resource Plan

The Council Plan 2017-21 (Revised 2018) essentially represents Council's planned strategies and actions over the four year period to drive Council towards the long-term vision of the community for the City of Greater Dandenong. The Council Plan guides the work of Council and provides the structure for how business plans and budgets are prepared to achieve the Council's longer term goals and strategic objectives.

The Council Plan 2017-21 (Revised 2018) only required minor changes including an update of the city's demographic data from the 2016 Census and a new Mayor's message. All strategic objectives and key priorities remained the same. The Annual Plan 2018-19 expands on these four year priorities and provides detail for activities to be undertaken in 2018-19.

The Council Plan 2017-21 (Revised 2018) and Annual Plan were placed on public exhibition with the Proposed Budget 2018-19 for a 28 day period from Friday 27 April until Friday 25 May.

Council did not receive any submissions specifically for the Council Plan or Annual Plan. All four submissions received focussed on the Annual Budget 2018-19, however one which impacts on the Annual Plan is a review of the household waste bin packages to identify any potential incentives. This has now been added to the Annual Plan 2018-19 as an action.

All submissions were considered at a special Submissions Hearing on Thursday 31 May 2018. Each submitter will be advised in writing how their submission points are being dealt with by Council.

Proposal

That Council adopts the Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19, following the public exhibition process, as outlined in Attachments One and Two.

Community Plan 'Imagine 2030' and Council Plan 2017-21 – Strategic Objectives, Strategies and Plans

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Community Plan 'Imagine 2030'

People

- *Pride* – Best place best people
- *Cultural Diversity* – Model multicultural community
- *Outdoor Activity and Sports* – Recreation for everyone
- *Lifecycle and Social Support* – The generations supported

Place

- *Sense of Place* – One city many neighbourhoods
- *Safety in Streets and Places* – Feeling and being safe
- *Appearance of Places* – Places and buildings
- *Travel and Transport* – Easy to get around

Opportunity

- *Education, Learning and Information* – Knowledge
- *Jobs and Business Opportunities* – Prosperous and affordable
- *Tourism and visitors* – Diverse and interesting experiences
- *Leadership by the Council* – The leading Council

Council Plan 2017-21

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

People

- A vibrant, connected and safe community
- A creative city that respects and embraces diversity

Place

- A healthy, liveable and sustainable city
- A city planned for the future

Opportunity

- A diverse and growing economy
- An open and effective Council

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Victorian Charter of Human Rights and Responsibilities

All matters relevant to the Victorian Human Rights Charter have been considered in the preparation of this report and are consistent with the standards set by the Charter.

Financial Implications

There are no financial implications associated with this report.

Consultation

A range of consultation activities were undertaken for the development of the Council Plan 2017-21 which included on-line forums, electronic surveys, workshops and an activity at the Dandenong Show. Participants in the activities included community, business and industry, Councillors and staff representatives. The outcomes of these consultations influenced the development of the existing plan. No major changes were made to the revised version for 2018 which was placed on public exhibition for final public comment. These outcomes also influenced the development of the Annual Plan 2018-19 with staff across the organisation providing input.

Conclusion

It is recommended that Council adopts the Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19.

Recommendation

That Council adopts the Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19.

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

POLICY AND STRATEGY

COUNCIL PLAN 2017-21

ATTACHMENT 1

**GREATER DANDENONG COUNCIL PLAN
2017-21**

PAGES 45 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



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Introduction



The City of Greater Dandenong is a vibrant, diverse and creative city which continues to grow both in population and economic prosperity. In 2009 our residents developed their vision of Greater Dandenong for 2030, a city focused on people, place and opportunity, and throughout the development of this Council Plan for 2017-21 these themes have been revisited. This plan builds on the considerable amount of work already undertaken since Imagine 2030 with a particular focus on community safety, sustainability, social cohesion, and health and wellbeing. Our community and key stakeholders have provided valuable input into the development of this plan and their vision for our city is reflected in our strategic objectives and the outcomes we hope to achieve over the next four years.

As Victoria's most multicultural municipality Greater Dandenong provides unique cultural opportunities for residents and visitors. The city conducts many festivals and events, supports a variety of faiths and offers a large range of cultural cuisines all of which contribute to the wealth of diversity on offer.

There are also numerous challenges facing the City of Greater Dandenong and the Local Government sector as a whole. The introduction of rate capping provides an opportunity for Council to review its service delivery and how we conduct business however it also has the potential to impact our ability to deliver on key capital projects over the coming years. Council will continue to provide quality services and programs to our community but will be required to regularly review the resources available to deliver these. Ongoing consultation over the life of this plan will ensure the needs of our community and business stakeholders are represented.

Councillors and senior management teams across the organisation have identified the broad objectives and key strategies which will deliver on projects and programs important to our community. These represent Council's strategic direction for the next four years and make up the Council Plan 2017-21. Each year an Annual Plan will also be developed to provide further information on specific activities to be undertaken over the 12 month period.

"Our community and key stakeholders have provided valuable input into the development of this plan and their vision for our city is reflected in our strategic objectives and the outcomes we hope to achieve over the next four years"



Mayor's message

The City of Greater Dandenong has a long and proud history of involving the local community in its decision making processes.

We strive to ensure that everything we do is in the best interests of our residents and is in line with what is important to them. We acknowledge that our community is constantly evolving and with this transformations comes changing needs and priorities.

While the direction moving forward is one driven by Council we are committed to ensuring that what we do encompasses the needs and wants of the local community. This plan was developed with a commitment to combining Council's strategic vision with the needs, wants and aspirations of the community. We consulted widely with residents, businesses, community groups and Council staff to ensure this community plan incorporated the views and addressed the needs of everyone.

The Council Plan 2017-21 identifies six objectives that will guide Council's direction until 2021.

- 1

A vibrant, connected and safe community
- 2

A creative city that respects and embraces diversity
- 3

A healthy, liveable and sustainable city
- 4

A city planned for the future
- 5

A diverse and growing economy
- 6

An open and effective Council
- Planning for the future is a key priority for Council and the community. The plan looks at everything from education and economic growth to building community pride respect and tolerance. It also addresses long-term employment solutions, improved transport links, more active and diverse activity centres, better streetscapes, new well-designed public spaces and increased opportunities in the community arts space. The plan also highlights Council's role in advocacy and ways Council can enhance the way it

engages and communicates effectively with all members of our community.

The Council Plan 2017-21 was developed alongside the Community Wellbeing Plan 2017-21 to ensure the principles and strategic direction of both plans align. The City of Greater Dandenong is a community built on a philosophy that it welcomes all. We were recently officially recognised as Australia's most culturally diverse community. Our diversity is something we are immensely proud of and something we actively celebrate. No matter your age, gender or cultural background we want everyone who lives and work in our community to feel like they can actively contribute to the future direction of our city.

It is important we share common goals and priorities and plans such as this one help to keep us on track. The City of Greater Dandenong is a city of opportunity. It is a city that values its community and recognises that working together is pivotal to us achieving future success.

The future looks very bright for our community and by working together I am confident we can turn our collective vision into a reality.





Cr Youhorn Chea
Mayor

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Council's Vision and Values

Vision

Greater Dandenong is a safe and vibrant city of opportunity for all – to visit, work, live and play

Values

Council's core values are defined by our REACH principles which outline how we interact with our community.

















COUNCIL PLAN 2017-21

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Imagine 2030

The Corporate Planning framework for the City of Greater Dandenong is guided by the Imagine 2030 Community Plan which provides the overarching strategic direction for Council and the community for the long term. A copy of the plan can be found on our website www.greaterdandenong.com

The following table is a summary of the Imagine 2030 Community Plan:

People		Place		Opportunity	
	Pride		Best Place Best People		Education Learning and Information
	Cultural Diversity		Model Multicultural Community		Jobs and Business Opportunities
	Outdoor Activity and Sports		Recreation for Everyone		Tourism and Visitors
	Lifecycle and Social Support		Travel and Transport		Diverse and Interesting Experiences
			Easy to Get Around		The Leading Council

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Integrated planning framework

Community Plan

Imagine 2030 is the City of Greater Dandenong's community plan which was developed in 2009 after an extensive research and consultation project. This plan outlines the community's long term aspirations for our city and describes the city they want to see in 2030. As part of the development of the Council Plan 2017-21, Imagine 2030 was reviewed and updated to include additional priorities identified by our community. These included tourism and encouraging more visitors to our city to experience the many excellent recreation, food and business opportunities on offer.

Council Plan

The Council Plan 2017-21 sets the strategic direction of the City of Greater Dandenong and describes how the community's vision of a safe, vibrant city of opportunity for all will be achieved. It outlines Council's key objectives for the next four years and the resources required to achieve them. Council's performance against these objectives is reported to Council and the community each year through the Annual Report.

Annual Plan and Budget

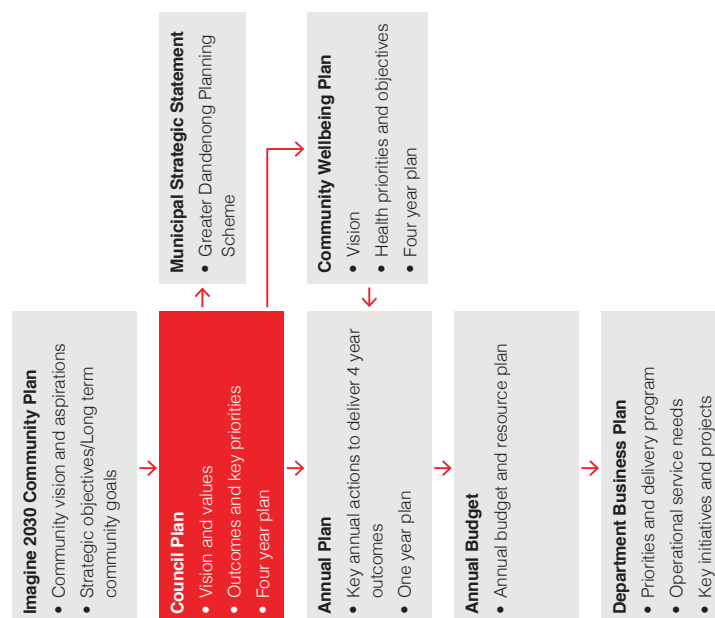
Each year an Annual Plan and Budget are developed to outline the specific actions Council will undertake to deliver on its four year objectives and how these will be funded. Performance reports are provided on a quarterly basis to Council and the community to provide updates on specific projects and overall progress for the year.

Community wellbeing Plan

The Community Wellbeing Plan sets Council's health priorities for the next four years. It outlines what we will do to help achieve improved health and wellbeing outcomes so that residents can live rewarding, healthy and socially connected lives. An Annual Plan is also developed each financial year to provide specific outcomes for the 12 month period.

Municipal Strategic Statement

The Municipal Strategic Statement is part of the Victorian Government's Planning Scheme and outlines the key strategic planning, land use and development objectives for Greater Dandenong and the strategies for achieving these objectives.



Snapshot of Council

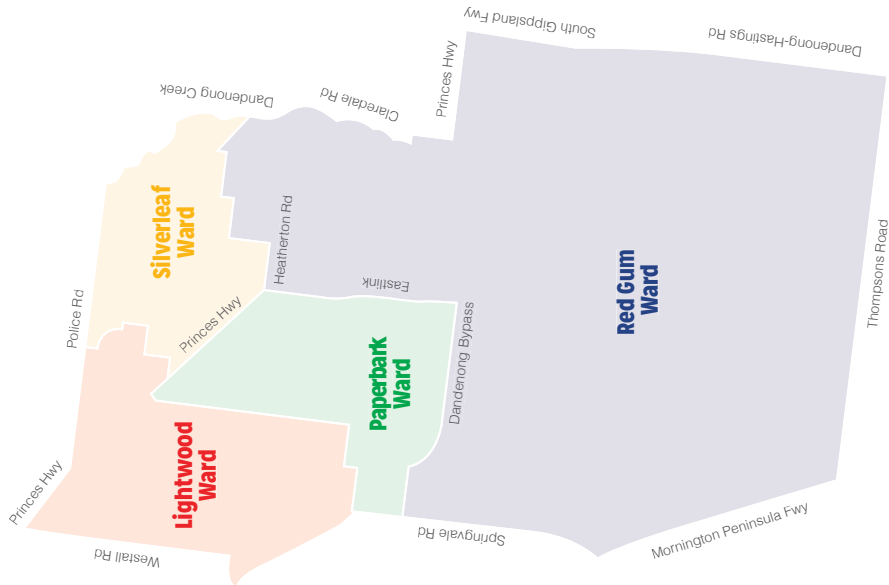


Councillors are elected to represent the community's needs and make decisions on local issues. They advocate on areas of importance to our community and lead Council's strategic direction.












They deliver on key strategic documents including the Council Plan, Community Wellbeing Plan, Long Term Financial Strategy, Annual Plan and Budget.

The Chief Executive Officer and staff ensure that council decisions and services are implemented, manage day to day Council operations, provide services and programs to the community and deliver local projects and initiatives.

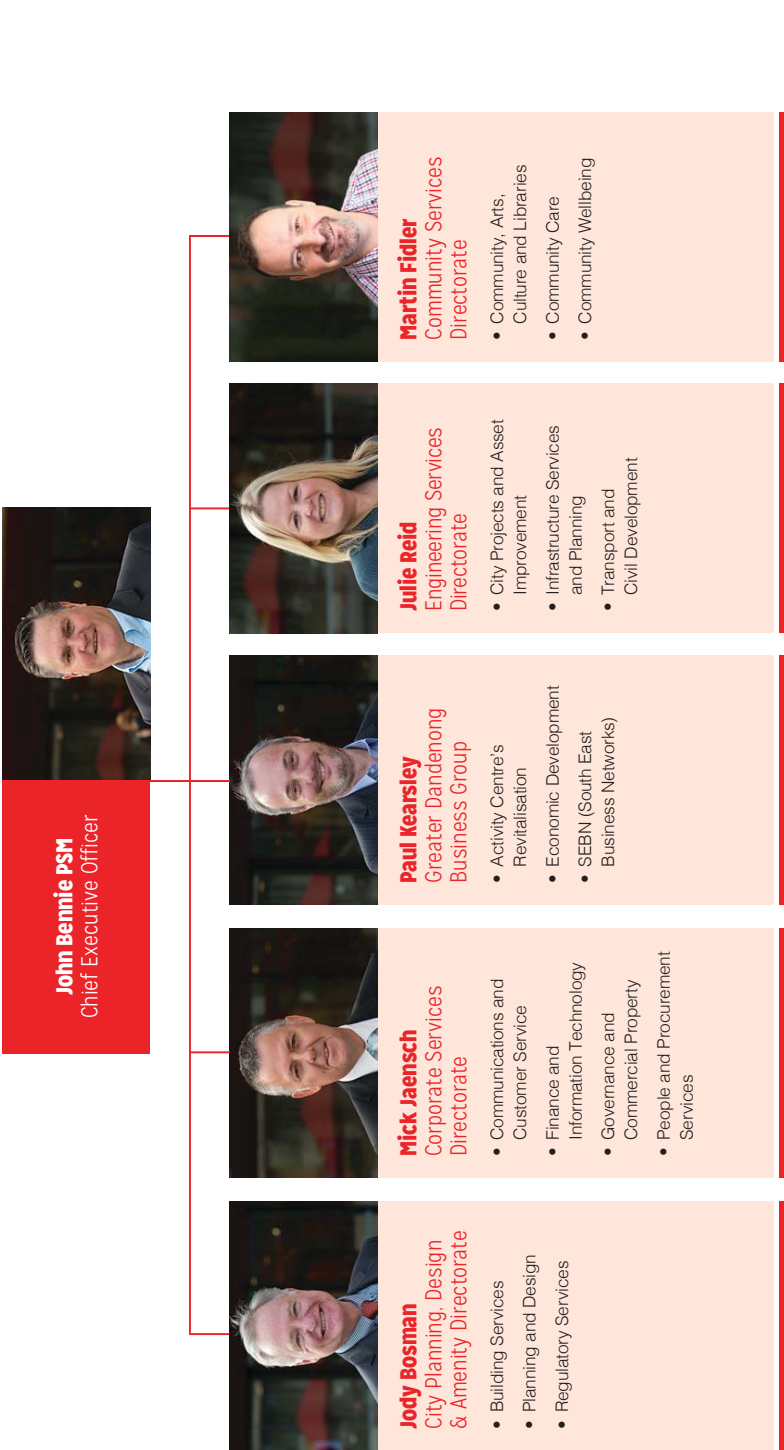
Greater Dandenong Council is represented by 11 Councillors who are elected for a four year term. Each year a Councillor is elected Mayor to lead Council and act as spokesperson for the next 12 months.



Councillors

Lightwood Ward		Youhorn Chea (Mayor) 0417 320 645
		Sean O'Reilly 0422 523 258
		Loi Truong 0466 004 618
Red Gum Ward		Matthew Kirwan 0403 072 295
		Angela Long 0466 004 616
		Jim Memeti 0434 560 239
Paperbark Ward		Roz Blades AM 0417 053 612
		Tim Dark 0466 403 914
		Heang Tak 0403 072 291
Silverleaf Ward		Zaynoun Melhem 0466 518 082
		Maria Sampey 0438 800 027

Our organisation



Directorate overviews

City Planning, Design and Amenity

The City Planning, Design and Amenity directorate is focused on the development of our built and natural environments and ensuring that Council's activities match the community's future needs for facilities, housing, and sustainability. It oversees the functions of Building Services, Planning and Design, and Regulatory Services.

Community Services

Community Services provides direct services to the community across a wide range of programs such as sport and recreation, libraries, youth and families, children's services, festivals and events, support for older people and community advocacy. This directorate manages Community Care, Community Arts, Culture and Libraries, and Community Wellbeing.

Corporate Services

The Corporate Services directorate is responsible for a broad range of organisational functions including financial planning, marketing and communications, governance, information and telecommunications, organisational development and corporate planning. The departments which make up this directorate include Financial Services, Information Management Services, Governance, Customer Service and Civic Facilities, Media and Communications, and People and Procurement.

Engineering Services

Engineering Services is primarily focused on roads and footpaths, transport, parks and gardens, waste services, recreational and sporting facilities and Council's capital works program. It includes the departments of City Projects and Asset Improvement, Infrastructure Services and Planning, and Transport and Civil Development.

Greater Dandenong Business

Greater Dandenong Business is responsible for Council's major activity centres, economic development, investment attraction and future growth. Attracting investment and showcasing business are key roles in establishing Greater Dandenong as a regional capital. The departments which make up Greater Dandenong Business include Economic Development, Activity Centres Revitalisation, and South East Business Networks (SEBN).



2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Our community

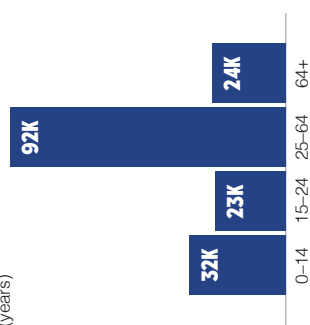
People

Population

168,000
(2018 estimate)

Greater Dandenong's population is forecast to increase to 205,000 by 2028, largely as a result of residential developments in Keysborough, central Dandenong and dispersed construction across the city.

Age (years)



10

CITY OF GREATER DANDENONG

Births



2464

Births to Greater Dandenong residents in 2016-17



Four fifths are born to residents born overseas.

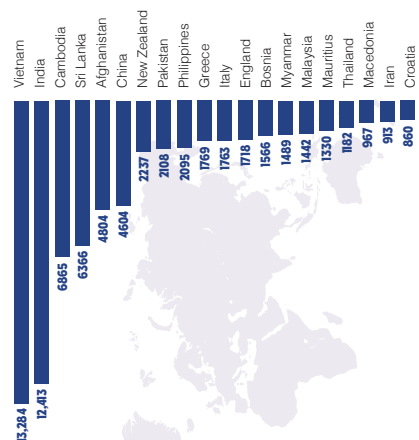
Origins

157

Residents are from 157 different birthplaces



Nearly two-thirds of residents were born overseas



Greater Dandenong is the most culturally diverse municipality in Australia.

Diversity of faith



41%

Christian



16%

Buddhist



14%

Islamic

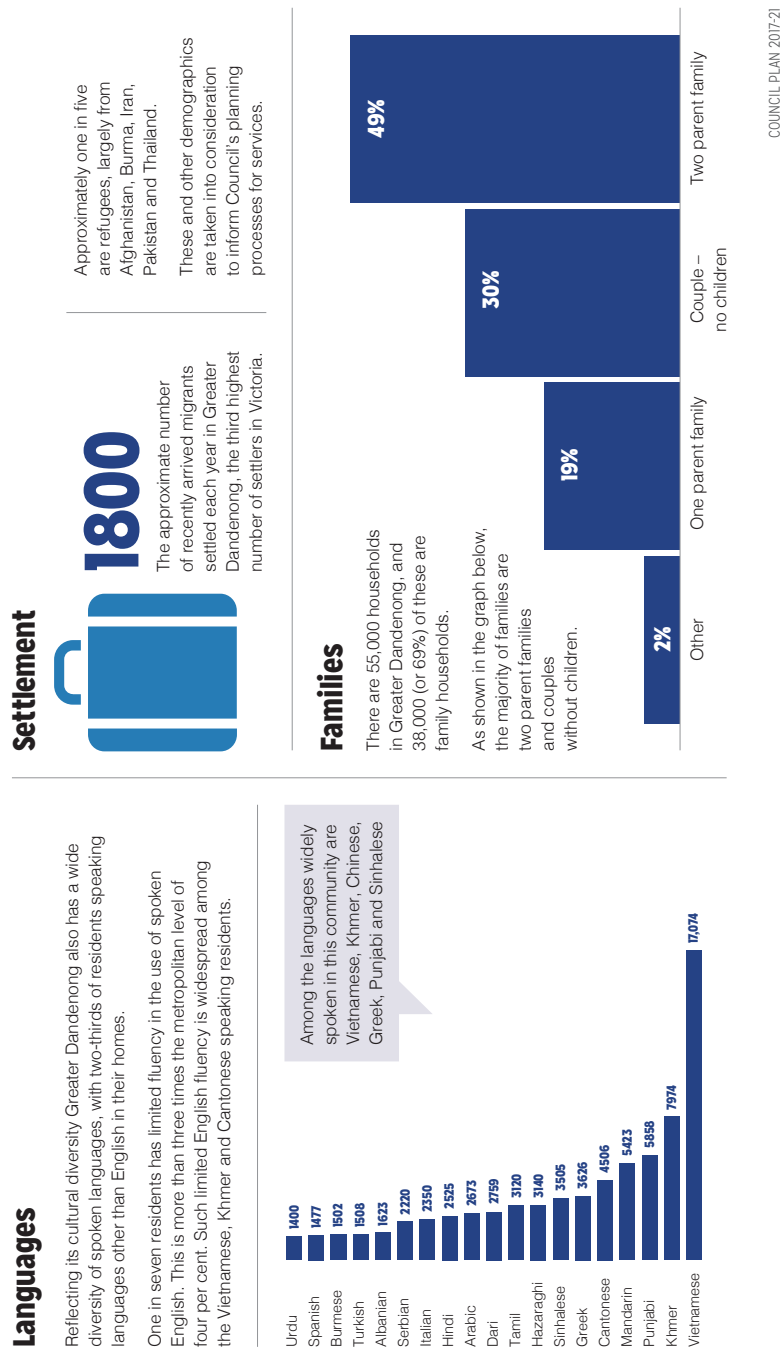


6%

Hindu



There are over 100 places of worship across the city.



2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



Our community Place

Parks and Reserves

Open spaces offer a huge range of things to see and do, for all of the community, including bushwalking, bike riding, recreational areas, picnic areas, local flora and fauna and more.



25

Sports reserves



58km

Bike and shared paths



1063km

Footpaths



101

Playgrounds



197

Parks totalling
523 hectares



17

Bushland areas covering
approximately 42 hectares

Housing

Breakdown of
housing by type
(2016)



70%

Detached
houses



21%

Flats



8%

Semi-
detached
housing

54%

Of residents own or are
purchasing their homes

32%

Of residents rent their
accommodation, similar
to the metropolitan level

\$614,000

The median house price
for Greater Dandenong
as at June 2017



Rises in the cost of housing over recent years have
exceeded the rates in income growth, placing
additional pressure on the local rental markets.

The cost of purchasing a home in this city has trebled
in the past two decades, placing financial strain on
many families.

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Our community Opportunity



Employment within Greater Dandenong

97,000

The approximate number of people employed in the City of Greater Dandenong.



21,300

Manufacturing

The City of Greater Dandenong is renowned as the manufacturing hub of Victoria with the industry accounting for 30 per cent of all jobs.

The following sectors provide a significant proportion of jobs:



9200

Health care



8700

Retail trade



7900

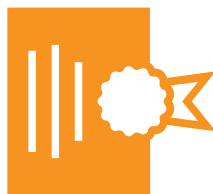
Wholesale trade



6900

Transport and Warehousing

Education



Young people in Greater Dandenong experience relatively high rates of early school leaving and unemployment. However recent years have witnessed a rise in the number of young people completing their secondary education.

While the level of participation by young people in university is slightly lower than the metropolitan average, attendance at TAFE is substantially higher than the Victorian level.

33%

Of residents aged 25-44 years hold a degree qualification

38%

Have no post school qualifications

Employment and Income Rates of Greater Dandenong Residents



55,000

Residents were in paid work in 2016, a third of them employed within the city, while the others journeyed outside the city to work.

Manufacturing

17%

Healthcare and Social Assistance

12%

Retail trade

11%

Wholesale trade

4%

Largest Industries

In 2016 the median weekly income in Greater Dandenong was the lowest across the state and less than two thirds of the metropolitan average.



Comprehensive demographic information about the City of Greater Dandenong is available on Council's website:

www.greaterdandenong.com
















2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

How was this plan developed?

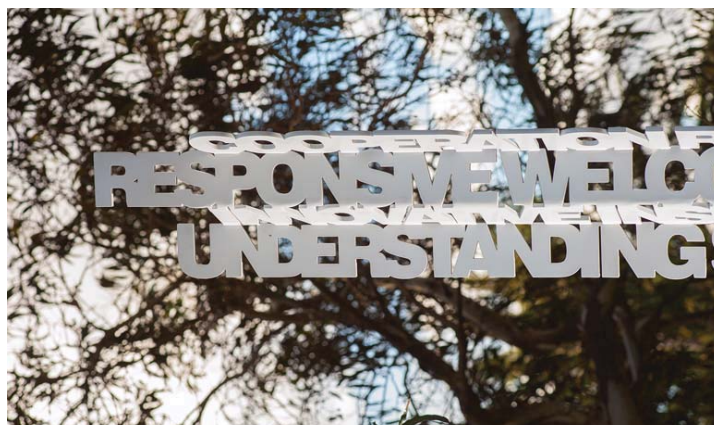
The City of Greater Dandenong undertook an extensive consultation program for the Council Plan 2017-21 from July 2016 until June 2017. The program included a number of activities with the community, key stakeholders, Councillors and staff which have influenced the final priorities set for the next four years.

Our community was invited to get involved and provide their ideas on what Council should prioritise over the next four years through an online forum, workshops, phone and email feedback mechanisms, and the Dandenong Show. Key business stakeholders were also provided the opportunity to contribute through an online survey and face to face workshop. The feedback received was incredibly valuable in developing our new plan and aligns with our existing community plan – Imagine 2030.

The key priorities which were highlighted through the consultation activities included:

	Streetscapes and public places		Safety
	Trees and our natural environment		Parks and reserves
	Roads, traffic and transport		Community hubs
	Arts and cultural heritage		Youth unemployment and education
	Attracting business		Urban planning
	Sustainability		Marketing and promotion of businesses
	Physical activity		Jobs and innovation
	Community participation		

These priority areas have been used to develop four year outcomes for Council and identify the relevant actions to be undertaken to achieve these. Each year Council will also produce an Annual Plan which will outline the specific activities to be undertaken over the current financial year.



2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Our key strategic objectives


The key strategic objectives support Council's vision and the areas of focus for our service delivery:


 People	 Place	 Opportunity
A vibrant, connected and safe community <ul style="list-style-type: none"> • Community safety • Learning and literacy • Community participation • Health and wellbeing 	A healthy, liveable and sustainable city <ul style="list-style-type: none"> • Parks, reserve and sportsgrounds • Environmental sustainability • Roads, traffic and parking • Trees and our natural environment • Streetscapes and public places 	A diverse and growing economy <ul style="list-style-type: none"> • Jobs and business • Tourism and visitation • Activity centre revitalisation • Investment
A creative city that respects and embraces its diversity <ul style="list-style-type: none"> • Cultural diversity • Community arts • Cultural heritage • Positive ageing • Access and equity 	A city planned for the future <ul style="list-style-type: none"> • Urban design • Asset management • Residential, commercial and industrial development • Place making • Transport advocacy 	An open and effective Council <ul style="list-style-type: none"> • Advocacy and community engagement • Transparency and accountable decision making • Digital innovation and leadership

COUNCIL PLAN 2017-21

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)





STRATEGIC OBJECTIVE 1 PEOPLE

A vibrant, connected and safe community

What we hope to achieve **How we will measure our progress**

A safe community	<ul style="list-style-type: none"> Community Satisfaction Survey – “How safe do you feel walking alone at night?”
A city with high community participation	<ul style="list-style-type: none"> % of participation at Council events % of municipality who are active library members Number of visits to the Library % of residents who volunteer
A well informed and connected community with improved health and wellbeing	<ul style="list-style-type: none"> VIC Health General Wellbeing indicator Number of direct services for older people that promote independence and collaborative service planning
Enhanced partnerships with agencies and stakeholder groups to deliver quality services	<ul style="list-style-type: none"> Stakeholder and Agency Partnership Satisfaction Survey

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



PEOPLE A VIBRANT, CONNECTED AND SAFE COMMUNITY

What we will do over the next four years to achieve our objectives

<ul style="list-style-type: none"> Promote gender equity, and support the right of women to engage and participate equally in all aspects of community life Support those experiencing family violence and work with agencies and Victoria Police to address the causes Provide information on road laws and ensure road safety messages are culturally sensitive and available in languages other than English Work in partnership with relevant agencies to raise awareness of the harmful effects of alcohol and other drugs Develop safe and well-designed public spaces which encourage public access Increase cyber safety awareness in the community Advocate for increased police resources for our city to assist with reducing crime 	<ul style="list-style-type: none"> Increase community participation in physical activity through our leisure, recreation and sports services Provide quality and affordable community facilities to enable effective programs and activities for all Advocate for increased employment opportunities, particularly for vulnerable community groups Deliver a welcoming library service and increase engagement opportunities to enhance learning, reading and literacy at all life stages Provide community funding programs to increase capacity of strategic partners and community groups Support agencies, schools, neighbourhood houses and community groups to work collaboratively to build resilience and social connectedness Support and promote volunteering through the Council volunteer program, Greater Dandenong Volunteer Resource Service and community groups 	<ul style="list-style-type: none"> Enhance the health and wellbeing of our community through key initiatives of the Community Wellbeing Plan Continue to be a leading partner of the Alliance for Gambling Reform Implement and promote the Greater Dandenong Charitable Fund Improve public lighting at identified key areas to encourage greater use after dark and improve perceptions of safety
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Supporting strategic documents being implemented over the period of this Council Plan:

- Community Wellbeing Plan 2017-21
- Positive Ageing Strategy 2017-24
- Library Strategy
- Disability Action Plan 2016-23
- Cycling Strategy 2017-21
- Sports Facilities Plan
- Children's Plan 2015-19
- Walking Strategy 2015-23
- Youth Strategy 2016-19
- Activate – Recreation Strategy 2014-19
- Community Safety Plan 2015-22
- Neighbourhood Houses Strategic Directions 2016

These documents are publicly accessible on our website www.greaterdandenong.com

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



STRATEGIC OBJECTIVE 2 PEOPLE

A creative city that respects and embraces its diversity

What we hope to achieve How we will measure our progress

A harmonious community that celebrates diversity	<ul style="list-style-type: none"> Number of annual artist opportunities that celebrate diversity and build community cohesion Number of cultural celebrations facilitated by Council
Increased participation in creative and cultural activities	<ul style="list-style-type: none"> Increase in participation for creative and cultural programs and initiatives Number of arts and heritage exhibitions delivered through cultural facilities
A city well known for working together with its community	<ul style="list-style-type: none"> Number of opportunities provided to all residents to participate in Council processes

What we will do over the next four years to achieve our objectives



PEOPLE A CREATIVE CITY THAT RESPECTS AND EMBRACES ITS DIVERSITY

- Celebrate diversity through a range of activities
- Advocate against all forms of discrimination
- Provide programs and events for people to participate in community activities and civic life
- Provide community members of all abilities and backgrounds with access to community and council information, services and events
- Value and recognise the local Indigenous community through reconciliation initiatives and responsive Council services
- Advocate for and assist Asylum Seekers and Refugees living in the community
- Provide community arts participation for artists, residents and businesses through performances, exhibitions and programs
- Support the role of public art, new installations and maintenance of existing public art assets
- Record, protect and promote local heritage including support of the historical societies and Cultural Heritage Advisory Committee
- Provide opportunities for children and young people to participate in civic and community activities

Supporting strategic documents being implemented over the period of this Council Plan:

- Disability Action Plan 2016-23
- Arts and Cultural Heritage Strategy 2016
- Drum Theatre Strategic and Business Plan 2015-19
- Positive Ageing Strategy 2017-24
- People seeking Asylum and Refugees Plan 2018-21
- Refugee and Asylum Seeker Statement
- Community Development Framework

These documents are publicly accessible on our website www.greaterdandenong.com

COUNCIL PLAN 2017-21

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



9

STRATEGIC OBJECTIVE 3

PLACE

A healthy, liveable and sustainable city

What we hope to achieve	How we will measure our progress
A city that delivers a clean and healthy environment for people to enjoy	<ul style="list-style-type: none"> % of kerbside collection waste diverted from landfill Number of Indigenous seedlings planted Number of street trees planted
A city that prepares for climate change	<ul style="list-style-type: none"> Completion of Climate Change Strategy Delivery of annual report on the Sustainability Strategy
A network of quality parks, reserves and sportsgrounds	<ul style="list-style-type: none"> Number of upgrades completed
Infrastructure that supports people and business	<ul style="list-style-type: none"> Completion of Capital Works Program Increase in shared path network
A range of quality streetscapes and public places that build pride	<ul style="list-style-type: none"> Kilometres of streetscapes renewed to a high urban design standard Increase of canopy cover within areas of low coverage

What we will do over the next four years to achieve our objectives



PLACE A HEALTHY, LIVEABLE AND SUSTAINABLE CITY


Supporting strategic documents being implemented over the period of this Council Plan:


- Improve diversion from landfill rates
- Increase the length and coverage of the shared path network
- Upgrade Council parks and reserves through the implementation of the Capital Improvement Program
 - Provide proactive waste 'pick up' throughout the municipality combined with a public education campaign
- Advocate to the State Government to better manage landfill costs
- Ensure new street plantings are compatible with increasing average temperatures, whilst increasing canopy cover throughout the municipality
- Protect and enhance the ecological value of land within the municipality
- Work regionally with the South East Councils Climate Change Alliance (SECCA)
- Engage with the community to increase their awareness of the environment and sustainability
- Continue to advocate for the earliest possible closure of the Lyndhurst Landfill Site
- Implement graffiti management and hard rubbish dumping initiatives
- Amend the Greater Dandenong Planning Scheme (GDPS) by introducing a permanent Vegetation Protection Overlay (VPO) across the green wedge to afford permanent protection to its vegetation
- Develop and complete a Climate Change Strategy

These documents are publicly accessible on our website www.greaterdandenong.com

COUNCIL PLAN 2017-21

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)





STRATEGIC OBJECTIVE 4 PLACE

A city planned for the future

What we hope to achieve **How we will measure our progress**

An adequate supply of residential, commercial and industrial development	<ul style="list-style-type: none"> Continued growth in development permits and activity across the municipality
Revitalised activity centres	<ul style="list-style-type: none"> Completion of reviews of Activity Centre Structure Plans for Springvale and Noble Park Completion of Springvale Community Precinct Project
Assets planned to meet future community needs	<ul style="list-style-type: none"> Number of 10 year capital and renewal plans for major asset classes implemented
Quality public open space provided across the city	<ul style="list-style-type: none"> 4.5ha of open space per 1000 head of population Hectares of public open space acquired, renewed or developed
Increased sustainability of residential, commercial, industrial and Council developments	<ul style="list-style-type: none"> Sustainable Buildings Policy completed and implemented Greater Dandenong Planning Scheme amended to include sustainability performance requirements for new developments Number of environmentally sustainable design planning policy actions completed

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



PLACE A CITY PLANNED FOR THE FUTURE

What we will do over the next four years to achieve our objectives

- Appropriately zone sufficient land for ongoing industrial growth and development in the city
- Undertake a review of the number of dwellings constructed in each residential zone to ensure the aims of the Municipal Housing Strategy are being met
- Complete the survey of stakeholders (including State Government agencies) of industrial land demand and supply to analyse land supply projections for the period ending with the 2028-29 financial year
- Ensure that both private and new developments are site responsive, innovative, and achieve high quality urban design and environmentally sustainable outcomes
- Implement best practice planning systems which consistently achieve Local Government Performance Reporting Framework targets
- Review and update activity centre structure plans for Noble Park and Springvale
- Investigate the development of a municipal wide developer contributions plan for application to new development across the city
- Amend the Greater Dandenong Planning Scheme to include and update policy provisions for Noble Park and Springvale Activity Centres
- Deliver a collaborative approach to creating, enhancing and managing great people focused places that respond to and respect the unique qualities of the activity centres
- Advocate for improved transport options
- Increase supply of open space in areas currently deficient and achieve a policy benchmark of 4.5ha per 1000 head of population for each of the areas outlined in the Greater Dandenong Open Space Strategy

Supporting strategic documents being implemented over the period of this Council Plan:

- Municipal Strategic Statement
 - Greater Dandenong Planning Scheme
 - Housing Strategy
 - Open Space Strategy
 - Road Management Plan
 - Integrated Transport Strategy
 - Park Masterplans
 - Waste and Litter Strategy
 - Municipal Emergency Management Plan
 - Green Wedge Management Plan
 - Sustainable Stormwater Strategy
 - Asset Management Strategy
- 2015-22

These documents are publicly accessible on our website www.greaterdandenong.com

COUNCIL PLAN 2017-21

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



 **STRATEGIC OBJECTIVE 5** OPPORTUNITY

A diverse and growing economy

What we hope to achieve **How we will measure our progress**

A city that supports the economic contribution, strength and diversity of its industries	<ul style="list-style-type: none"> Number of training and development, networking, and mentoring activities
A tourist destination attracting new visitors	<ul style="list-style-type: none"> Number of food and cultural tours conducted Number of state-wide events with CGD businesses represented
A resilient employment hub	<ul style="list-style-type: none"> Number of business support services and investment attraction activities that facilitate job sustainability and growth
A great place for business	<ul style="list-style-type: none"> 4-10 year city improvement program developed to implement sustainable improvements in each activity centre Kilometres of commercial centre streetscape refurbished
A city where business and community work together	<ul style="list-style-type: none"> Number of activities supporting social enterprises Progress on the Community Revitalisation and One Per Cent projects
A city that is connected to the global economy	<ul style="list-style-type: none"> Number of businesses participating in export industry workshops and overseas delegations



2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



OPPORTUNITY A DIVERSE AND GROWING ECONOMY

What we will do over the next four years to achieve our objectives

- Work collectively with and across government, industry, service providers and educational organisations to facilitate long term solutions to both the supply and demand of employment
- Market business and investment success stories
- Provide information on investment options and facilitate streamlined processes for planning and investment
- Explore, facilitate and promote opportunities for more effective and sustainable engagement and collaboration between the commercial and community sectors operating within the city
- Support the economic sustainability of activity centres by attracting appropriate government, business and community investment
- Support businesses through education, awareness, collaboration, networking and trade opportunities

- Undertake effective marketing, events and tourism activities to promote Greater Dandenong
- Support, promote and upgrade the infrastructure of major activity centres and local shopping strips
- Work in partnership to support Greater Dandenong businesses, education and training providers to be more sustainable
- Support, promote and facilitate local social enterprises
- Continue to promote opportunities for businesses to compete and participate in the global economy

Supporting strategic documents being implemented over the period of this Council Plan:

- Achieving Greater Dandenong's Potential – A Local Economic and Employment Development Strategy for our city
- Springvale Activity Centre Structure Plan
- Noble Park Activity Centre Structure Plan
- Tourism Strategy 2014-18
- Regional Food Strategy 2015-18

These documents are publicly accessible on our website www.greaterdandenong.com

COUNCIL PLAN 2017-21

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)





STRATEGIC OBJECTIVE 6 OPPORTUNITY

An open and effective Council

What we hope to achieve **How we will measure our progress**

A Council connected with the community, providing an effective voice on their behalf	<ul style="list-style-type: none"> Community satisfaction survey – satisfaction with lobbying on behalf of the community (advocacy) Community satisfaction survey – satisfaction with community consultation and engagement
Decision making which is transparent and accountable	<ul style="list-style-type: none"> % of decisions made in Council meetings closed to the public Increase in the amount of residents either attending Council meetings or viewing the meetings online Increase in the level of participation by residents in OurSay consultations
An innovative and technologically connected Council	<ul style="list-style-type: none"> Increase in the number of registered users accessing the Council digital portal Increase in the number of residents engaging with Council on social media \$ amount of Council transactions completed online
A well-managed and high performing Council	<ul style="list-style-type: none"> Adoption of a revised Long Term Financial Strategy (LTFS) annually which addresses Councils financial sustainability over a rolling ten year period Capital works funded from operational surpluses in Annual Budgets meet or exceed targets established in LTFS Underlying financial result remains in surplus (as per the Local Government Performance Reporting Framework measurement)



2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



OPPORTUNITY AN OPEN AND EFFECTIVE COUNCIL

What we will do over the next four years to achieve our objectives

- Ensure compliance with the Local Government Act and Councillor/Staff Codes of Conduct
- Continue to implement mechanisms that enhance community access and understanding of Council decision making and the role of Council
- Maintain Council as an employer of choice and provide a safe work environment
- Maintain and annually review Council's Long Term Financial Strategy to ensure financial sustainability
- Undertake proactive communication on key issues to foster community understanding
- Continue to be a strong advocate on issues of community importance which are beyond Council authority
- Ensure best practice risk management through the implementation of the Risk Management Strategy
- Provide high quality, timely customer service
- Implement the Digital Strategy
- Continually review service delivery methods and quality incorporating feedback from the community
- Seek to establish and maintain strategic partnerships and alliances which enhance Council performance

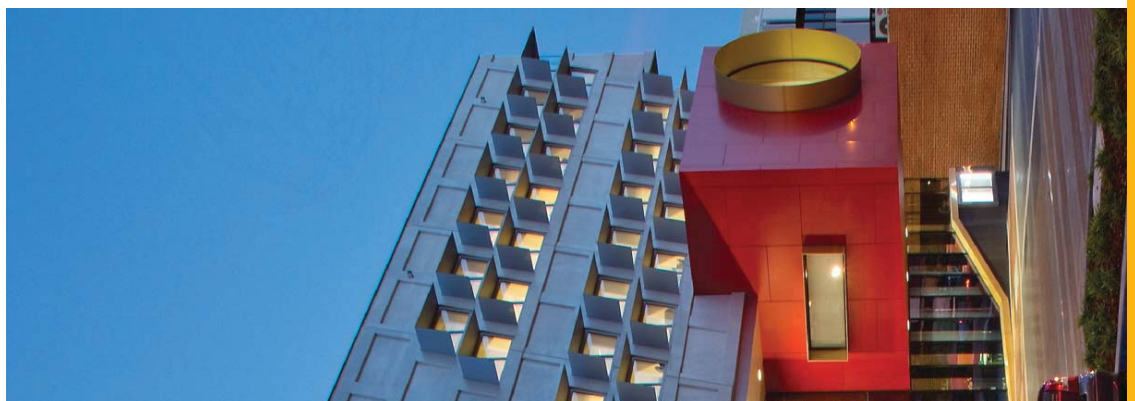
Supporting strategic documents being implemented over the period of this Council Plan:

- Long Term Financial Strategy 2017-21
- Rating Strategy
- Annual Budget
- Information Technology Strategy 2014-18
- Organisational Development Strategy
- Digital Strategy 2016-20
- Risk Management Strategy 2014-18
- Language and Communications Framework and Action Plan
- Community Engagement Framework and Policy

These documents are publicly accessible on our website www.greaterdandenong.com

COUNCIL PLAN 2017-21

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Strategic Resource Plan

<p>The Strategic Resource Plan 2017-21 details the financial and non-financial resources required to achieve the Council Plan strategic objectives and deliver on the actions and services listed in this plan.</p> <p>Introduction</p> <p>The City of Greater Dandenong annually reviews its Long Term Financial Strategy which is summarised in this Strategic Resource Plan.</p> <p>The resources available to Council can be grouped into two major sections:</p> <ul style="list-style-type: none"> Financial resources Non-financial resources <p>Financial Resources</p> <p>The financial outcomes and forecast long-term financial statements provided in the Strategic Resource Plan are in accordance with Council's Long Term Financial Strategy, which is reviewed on an annual basis.</p> <p>This Strategic Resource Plan (SRP) is updated annually with the development of the annual budget and meets the legislative requirements as specified in the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.</p>	<p>The key financial objectives of the Strategic Resource Plan are:</p> <ul style="list-style-type: none"> The achievement of a prudent balance between meeting the service needs of our community (both now and in the future) and remaining financially sustainable for future generations. An increased ability to fund both capital works in general and meet the asset renewal requirements as outlined in asset management planning. Endeavouring to maintain a sustainable Council in an environment where operational costs or reduce funds available for capital expenditure due to capping of Council rates and low increases in government grant funding. <p>In preparing the SRP, Council has also been mindful of the need to comply with the following <i>Principles of Sound Financial Management</i> as contained in the Act:</p> <ul style="list-style-type: none"> Prudently manage the financial risks relating to debt, assets and liabilities. Provide reasonable stability in the level of rate burden. Consider the financial effects of Council decisions on future generations. Provide full, accurate and timely disclosure of financial information. 	<p>The Strategic Resource Plan has been prepared on the basis of a number of assumptions and challenges including:</p> <p>Financial resource planning assumptions</p> <p>Rate income has been capped to the Consumer Price Index (CPI) at 2.25% for 2018-19 under the Fair Go Rates System. The forward four years of the Strategic Resource Plan use indicative rate increases only (2%) and will be subject to the rate cap set by the Minister for Local Government.</p> <p>Revenue from government grants fails to increase at the cost of providing services. Council's costs in providing services have been escalated in line with known estimates for key components such as labour costs.</p> <p>Challenges</p> <p>The State Government's Fair Go Rates System prevents councils from raising rates above inflation levels. In the medium to longer term we will see a loss of revenue from the capping of rates. The challenge will require Council to fundamentally review the sustainability of its operations as the outcomes will have implications in future years.</p>	<p>Council has unique opportunities to address the revitalisation of Dandenong, Springvale and Keysborough with key infrastructure projects. The Strategic Resource Plan needs to recognise and resource these opportunities at the same time as directing greater resources to asset renewal.</p> <p>Diminishing real contributions from State and Federal Governments in terms of operational funding continues to place greater pressure on Council to finance this difference from rate revenue.</p> <p>Council has an extremely diverse community with equally diverse service requirements. Council needs to maintain a high focus on meeting the needs of its community in its service provision.</p>
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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Comprehensive Income Statement

For the five years ending 30 June 2023

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Income						
Rates and charges	132,702	139,575	141,797	146,008	150,310	156,365
Statutory fees and fines	8,021	7,950	8,090	8,352	8,417	8,585
User fees	8,831	9,628	9,826	10,063	10,307	10,557
Grants – operating	24,459	28,148	28,113	27,544	27,912	28,285
Grants – capital	4,911	1,256	-	-	-	-
Contributions – monetary	2,915	2,398	2,000	2,000	2,000	2,000
Contributions – non-monetary	15,000	15,000	15,000	15,000	15,000	15,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,284)	661	825	467	467	467
Other income	9,810	10,350	7,847	8,004	8,171	8,625
Total income	205,365	214,966	213,498	217,438	222,584	229,884
Expenses						
Employee costs	76,139	76,894	78,713	79,136	80,926	82,787
Materials and services	60,474	63,726	60,239	62,599	64,347	67,723
Bad and doubtful debts	1,254	1,097	968	1,016	1,066	1,119
Depreciation	29,758	29,945	30,544	31,155	31,778	32,414
Borrowing costs	3,419	3,171	3,414	3,652	3,473	3,277
Other expenses	4,858	4,767	4,952	5,936	5,151	5,252
Total expenses	175,902	179,600	178,830	183,494	186,741	192,572
Surplus for the year	29,463	35,366	34,668	33,944	35,843	37,312
Other comprehensive income						
<i>Items that will not be reclassified to surplus or deficit in future periods:</i>						
Other	-	-	-	-	-	-
Total comprehensive result	29,463	35,366	34,668	33,944	35,843	37,312

Note: The amount indicated for rates and charges includes an estimate of income from supplementary rates (i.e. properties newly subdivided or improved upon during the year) and therefore doesn't balance to the amounts indicated in Section 10 and the Declaration of Rates and Charges in **Appendix B**.

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Balance Sheet

For the five years ending 30 June 2023

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Assets						
Current assets						
Cash and cash equivalents	108,955	108,026	106,288	111,058	119,792	130,621
Trade and other receivables	17,724	18,498	19,016	19,660	20,327	21,109
Other assets	2,151	2,194	2,238	2,283	2,328	2,375
Total current assets	128,830	128,718	127,542	133,001	142,447	154,105
Non-current assets						
Trade and other receivables	334	334	334	334	334	334
Property, infrastructure, plant and equipment	2,200,357	2,245,138	2,282,017	2,307,559	2,332,465	2,356,737
Investment property	10,305	10,305	10,305	10,305	10,305	10,305
Other financial assets	230	230	230	230	230	230
Total non-current assets	2,211,226	2,256,007	2,292,886	2,318,428	2,343,334	2,367,606
Total assets	2,340,056	2,384,725	2,420,428	2,451,429	2,485,781	2,521,711
Liabilities						
Current liabilities						
Trade and other payables	18,269	19,658	17,943	16,613	16,889	17,426
Trust funds and deposits	34,268	34,768	35,268	35,768	36,268	36,768
Provisions	16,718	17,414	18,141	18,901	19,695	20,524
Interest-bearing loans and borrowings	3,301	8,496	2,894	3,081	3,270	3,467
Total current liabilities	72,556	80,336	74,246	74,363	76,122	78,185
Non-current liabilities						
Trust funds and deposits	1,103	1,103	1,103	1,103	1,103	1,103
Provisions	638	657	676	697	718	739
Interest-bearing loans and borrowings	48,525	50,029	57,135	54,054	50,783	47,317
Total non-current liabilities	50,266	51,789	58,914	55,854	52,604	49,159
Total liabilities	122,822	132,125	133,160	130,217	128,726	127,344
Net assets	2,217,234	2,252,600	2,287,268	2,321,212	2,357,055	2,394,367
Equity						
Accumulated surplus	851,356	889,438	924,813	953,249	981,236	1,008,778
Asset revaluation reserve	1,308,037	1,308,037	1,308,037	1,308,037	1,308,037	1,308,037
Reserves	57,841	55,125	54,418	59,926	67,782	77,552
Total equity	2,217,234	2,252,600	2,287,268	2,321,212	2,357,055	2,394,367

CITY OF GREATER DANDENONG

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Statement of Changes in Equity

For the five years ending 30 June 2023

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
2018				
Balance at beginning of the financial year	2,187,771	823,248	1,308,037	56,486
Surplus/(deficit) for the year	29,463	29,463	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(12,738)	-	12,738
Transfers from other reserves	-	11,383	-	(11,383)
Balance at end of the financial year	2,217,234	851,356	1,308,037	57,841
2019				
Balance at beginning of the financial year	2,217,234	851,356	1,308,037	57,841
Surplus/(deficit) for the year	35,366	35,366	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(9,623)	-	9,623
Transfers from other reserves	-	12,339	-	(12,339)
Balance at end of the financial year	2,252,600	889,438	1,308,037	55,125
2020				
Balance at beginning of the financial year	2,252,600	889,438	1,308,037	55,125
Surplus/(deficit) for the year	34,668	34,668	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(6,795)	-	6,795
Transfers from other reserves	-	7,502	-	(7,502)
Balance at end of the financial year	2,287,268	924,813	1,308,037	54,418
2021				
Balance at the beginning of the financial year	2,287,268	924,813	1,308,037	54,418
Surplus/(deficit) for the year	33,944	33,944	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(8,074)	-	8,074
Transfers from other reserves	-	2,566	-	(2,566)
Balance at end of the financial year	2,321,212	953,249	1,308,037	59,926
2022				
Balance at the beginning of the financial year	2,321,212	953,249	1,308,037	59,926
Surplus/(deficit) for the year	35,843	35,843	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(10,497)	-	10,497
Transfers from other reserves	-	2,641	-	(2,641)
Balance at end of the financial year	2,357,055	981,236	1,308,037	67,782
2023				
Balance at the beginning of the financial year	2,357,055	981,236	1,308,037	67,782
Surplus/(deficit) for the year	37,312	37,312	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(12,512)	-	12,512
Transfers from other reserves	-	2,742	-	(2,742)
Balance at end of the financial year	2,394,367	1,008,778	1,308,037	77,552

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Statement of Cash Flows

For the five years ending 30 June 2023

	Forecast Actual 2017-18 \$'000 Inflows (outflows)	Budget 2018-19 \$'000 Inflows (outflows)	Strategic Resource Plan Projections			
			2019-20 \$'000 Inflows (outflows)	2020-21 \$'000 Inflows (outflows)	2021-22 \$'000 Inflows (outflows)	2022-23 \$'000 Inflows (outflows)
Cash flows from operating activities						
Rates and charges	132,702	139,183	141,679	145,782	150,080	156,041
Statutory fees and fines	6,680	6,594	6,849	7,047	7,045	7,142
User fees	12,230	10,448	10,662	10,920	11,186	11,457
Grants – operating	26,303	29,821	29,766	29,122	29,510	29,902
Grants – capital	4,911	1,256	-	-	-	-
Contributions – monetary	2,915	2,398	2,000	2,000	2,000	2,000
Interest received	2,400	1,787	1,825	1,861	1,899	1,937
Trust funds and deposits taken	30,000	30,500	30,500	30,500	30,500	30,500
Other receipts	8,224	9,499	6,720	6,816	6,959	7,416
Net GST refund	9,124	9,264	8,441	7,779	7,816	8,078
Employee costs	(75,807)	(76,179)	(77,967)	(78,355)	(80,111)	(81,937)
Materials and services	(72,339)	(74,719)	(73,258)	(74,396)	(74,713)	(78,164)
Trust funds and deposits repaid	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Other payments	(5,344)	(5,244)	(5,447)	(6,530)	(5,666)	(5,777)
Net cash provided by operating activities	51,999	54,608	51,770	52,546	56,505	58,595
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(61,321)	(59,912)	(52,609)	(41,883)	(41,870)	(41,872)
Proceeds from sale of property, infrastructure, plant and equipment	733	847	1,011	653	653	653
Net cash used in investing activities	(60,588)	(59,065)	(51,598)	(41,230)	(41,217)	(41,219)
Cash flows from financing activities						
Finance costs	(3,419)	(3,171)	(3,414)	(3,652)	(3,473)	(3,277)
Proceeds from borrowings	-	10,000	10,000	-	-	-
Repayment of borrowings	(3,086)	(3,301)	(8,496)	(2,894)	(3,081)	(3,270)
Repayment of other interest-bearing – land acquisition	(1,255)	-	-	-	-	-
Net cash provided by (used in) financing activities	(7,760)	3,528	(1,910)	(6,546)	(6,554)	(6,547)
Net increase (decrease) in cash and cash equivalents	(16,349)	(929)	(1,738)	4,770	8,734	10,829
Cash and cash equivalents at beginning of financial year	125,304	108,955	108,026	106,288	111,058	119,792
Cash and cash equivalents at end of financial year	108,955	108,026	106,288	111,058	119,792	130,621

Note: Figures for future years are likely to be amended due to the impact of rate capping.

CITY OF GREATER DANDENONG

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Statement of Capital Works

For the five years ending 30 June 2023

	Forecast Actual 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Property						
Land	375	3,000	-	-	-	-
Total land	375	3,000	-	-	-	-
Buildings	25,852	27,446	22,333	10,788	11,549	12,908
Leasehold improvements	80	100	-	-	-	-
Total buildings	25,932	27,546	22,333	10,788	11,549	12,908
Total property	26,307	30,546	22,333	10,788	11,549	12,908
Plant and equipment						
Plant, machinery and equipment	2,577	2,378	3,102	3,132	3,140	3,156
Fixtures, fittings and furniture	45	152	231	255	259	274
Computers and telecommunications	184	130	146	170	174	189
Library books	1,161	1,161	1,172	1,184	1,195	1,207
Total plant and equipment	3,967	3,821	4,651	4,741	4,768	4,826
Infrastructure						
Roads	10,473	7,793	7,470	7,599	7,600	7,962
Bridges	-	687	228	232	233	233
Footpaths and cycleways	1,945	1,795	1,546	1,570	1,574	1,589
Drainage	2,220	3,245	1,792	1,617	1,642	1,288
Recreational, leisure and community facilities	3,320	2,226	5,426	4,431	4,532	4,773
Parks, open space and streetscapes	10,201	8,712	8,885	10,596	9,653	7,959
Off street car parks	2,888	1,087	278	309	319	334
Total infrastructure	31,047	25,545	25,625	26,354	25,553	24,138
Total capital works expenditure	61,321	59,912	52,609	41,883	41,870	41,872
Represented by:						
New asset expenditure	23,359	27,811	20,500	8,834	9,066	10,038
Asset renewal expenditure	22,266	21,301	25,906	25,994	25,622	24,114
Asset upgrade expenditure	15,696	10,800	6,203	7,055	7,182	7,720
Asset expansion expenditure	-	-	-	-	-	-
Total capital works expenditure	61,321	59,912	52,609	41,883	41,870	41,872

Note: Figures for future years are likely to be amended due to the impact of rate capping.

COUNCIL PLAN 2017-21

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Statement of Human Resources
For the five years ending 30 June 2023

	Budget 2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Staff expenditure					
Employee costs - operating	76,894	78,713	79,136	80,926	82,787
Total staff expenditure	76,894	78,713	79,136	80,926	82,787
Staff numbers					
Employees	710.9	706.6	702.1	701.1	697.1
Total staff numbers	710.9	706.6	702.1	701.1	697.1

Note: Figures for future years are likely to be amended due to the impact of rate capping.

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Other information
For the five years ended 30 June 2023

1. Summary of planned capital works expenditure

Asset expenditure type						Funding sources					
2018-19	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
Property											
Land	3,000	3,000	-	-	-	3,000	-	-	-	-	3,000
Total land	3,000	3,000	-	-	-	3,000	-	-	-	-	3,000
Buildings	27,446	19,949	4,857	2,640	-	27,446	513	-	11,933	10,000	5,000
Leasehold improvements	100	-	-	100	-	100	-	-	100	-	-
Total buildings	27,546	19,949	4,857	2,740	-	27,546	513	-	12,033	10,000	5,000
Total property	30,546	22,949	4,857	2,740	-	30,546	513	-	12,033	10,000	8,000
Plant and equipment											
Plant, machinery and equipment	2,378	-	2,378	-	-	2,378	-	-	2,378	-	-
Fixtures, fittings and furniture	152	61	80	11	-	152	-	-	152	-	-
Computers and telecommunications	130	-	-	130	-	130	-	-	130	-	-
Library books	1,161	-	1,161	-	-	1,161	-	-	1,161	-	-
Total plant and equipment	3,821	61	3,619	141	-	3,821	-	-	3,821	-	-
Infrastructure											
Roads	7,793	940	4,072	2,781	-	7,793	400	-	6,534	-	859
Bridges	687	-	289	398	-	687	-	398	289	-	-
Footpaths and cycle ways	1,795	395	1,400	-	-	1,795	-	-	1,795	-	-
Drainage	3,245	-	940	2,305	-	3,245	-	-	3,245	-	-
Recreational, leisure and community facilities	2,226	851	1,175	200	-	2,226	-	-	2,026	-	200
Parks, open space and streetscapes	8,712	2,028	4,449	2,235	-	8,712	100	-	7,512	-	1,100
Off street car parks	1,087	587	500	-	-	1,087	243	-	844	-	-
Total infrastructure	25,545	4,801	12,825	7,919	-	25,545	743	398	22,245	-	2,159
Total capital works expenditure	59,912	27,811	21,301	10,800	-	59,912	1,256	398	38,099	10,000	10,159

COUNCIL PLAN 2017-21

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Other information

For the five years ended 30 June 2023

I. Summary of planned capital works expenditure (continued)

2019-20	Asset expenditure type					Funding sources					
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	22,333	-	-	-	-	-
Buildings	22,333	16,584	4,375	1,374	-	22,333	-	-	12,333	10,000	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	22,333	16,584	4,375	1,374	-	22,333	-	-	12,333	10,000	-
Total property	22,333	16,584	4,375	1,374	-	22,333	-	-	12,333	10,000	-
Plant and equipment											
Plant, machinery and equipment	3,102	117	2,956	29	-	3,102	-	-	3,102	-	-
Fixtures, fittings and furniture	231	146	85	-	-	231	-	-	231	-	-
Computers and telecommunications	146	29	-	117	-	146	-	-	146	-	-
Library books	1,172	-	1,172	-	-	1,172	-	-	1,172	-	-
Total plant and equipment	4,651	292	4,213	146	-	4,651	-	-	4,651	-	-
Infrastructure											
Roads	7,470	1,535	4,400	1,535	-	7,470	-	-	7,470	-	-
Bridges	228	-	228	-	-	228	-	-	228	-	-
Footpaths and cycle ways	1,546	146	1,400	-	-	1,546	-	-	1,546	-	-
Drainage	1,792	116	1,208	468	-	1,792	-	-	1,792	-	-
Recreational, leisure and community facilities	5,426	731	3,965	730	-	5,426	-	-	5,426	-	-
Parks, open space and streetscapes	8,885	950	5,985	1,950	-	8,885	-	-	7,885	-	1,000
Off street car parks	278	146	132	-	-	278	-	-	278	-	-
Total infrastructure	25,625	3,624	17,318	4,683	-	25,625	-	-	24,625	-	1,000
Total capital works expenditure	52,609	20,500	25,906	6,203	-	52,609	-	-	41,609	10,000	1,000

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Other information

For the five years ended 30 June 2023

1. Summary of planned capital works expenditure (continued)

2020-21	Asset expenditure type					Funding sources						
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000	Reserves \$'000	
Property	Land	-	-	-	-	-	-	-	-	-	-	
	Total land	-	-	-	-	-	-	-	-	-	-	
	Buildings	10,788	4,276	4,913	1,599	-	10,788	-	-	10,788	-	
	Leasehold improvements	-	-	-	-	-	-	-	-	-	-	
	Total buildings	10,788	4,276	4,913	1,599	-	10,788	-	-	10,788	-	
	Total property	10,788	4,276	4,913	1,599	-	10,788	-	-	10,788	-	
	Plant and equipment	Plant, machinery and equipment	3,132	136	2,962	34	-	3,132	-	-	3,132	-
		Fixtures, fittings and furniture	255	170	85	-	-	255	-	-	255	-
		Computers and telecommunications	170	34	-	136	-	170	-	-	170	-
		Library books	1,184	-	1,184	-	-	1,184	-	-	1,184	-
Total plant and equipment		4,741	340	4,231	170	-	4,741	-	-	4,741	-	
Infrastructure		Roads	7,599	1,786	4,027	1,786	-	7,599	-	-	7,599	-
	Bridges	232	-	232	-	-	232	-	-	232	-	
	Footpaths and cycle ways	1,570	170	1,400	-	-	1,570	-	-	1,570	-	
	Drainage	1,617	136	937	544	-	1,617	-	-	1,617	-	
	Recreational, leisure and community facilities	4,431	850	2,730	851	-	4,431	-	-	4,431	-	
	Parks, open space and streetscapes	10,596	1,106	7,385	2,105	-	10,596	-	-	9,596	- 1,000	
	Off street car parks	309	170	139	-	-	309	-	-	309	-	
	Total infrastructure	26,354	4,218	16,850	5,286	-	26,354	-	-	25,354	- 1,000	
	Total capital works expenditure	41,883	8,834	25,994	7,055	-	41,883	-	-	40,883	- 1,000	

COUNCIL PLAN 2017-21

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Other information

For the five years ended 30 June 2023

I. Summary of planned capital works expenditure (continued)

2021-22	Asset expenditure type					Funding sources					
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000	Reserves \$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	11,549	4,411	5,505	1,633	-	11,549	-	-	11,549	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	11,549	4,411	5,505	1,633	-	11,549	-	-	11,549	-	-
Total property	11,549	4,411	5,505	1,633	-	11,549	-	-	11,549	-	-
Plant and equipment											
Plant, machinery and equipment	3,140	139	2,967	34	-	3,140	-	-	3,140	-	-
Fixtures, fittings and furniture	259	174	85	-	-	259	-	-	259	-	-
Computers and telecommunications	174	35	-	139	-	174	-	-	174	-	-
Library books	1,195	-	1,195	-	-	1,195	-	-	1,195	-	-
Total plant and equipment	4,768	348	4,247	173	-	4,768	-	-	4,768	-	-
Infrastructure											
Roads	7,600	1,823	3,954	1,823	-	7,600	-	-	7,600	-	-
Bridges	233	-	233	-	-	233	-	-	233	-	-
Footpaths and cycle ways	1,574	174	1,400	-	-	1,574	-	-	1,574	-	-
Drainage	1,642	139	948	555	-	1,642	-	-	1,642	-	-
Recreational, leisure and community facilities	4,532	868	2,795	869	-	4,532	-	-	4,532	-	-
Parks, open space and streetscapes	9,653	1,129	6,395	2,129	-	9,653	-	-	8,653	-	1,000
Off street car parks	319	174	145	-	-	319	-	-	319	-	-
Total infrastructure	25,553	4,307	15,870	5,376	-	25,553	-	-	24,553	-	1,000
Total capital works expenditure	41,870	9,066	25,622	7,182	-	41,870	-	-	40,870	-	1,000

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Other information

For the five years ended 30 June 2023

2. Summary of planned capital works expenditure (continued)

2022-23	Asset expenditure type					Funding sources					
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
Property											
	Land	-	-	-	-	-	-	-	-	-	-
	Total land	-	-	-	-	-	-	-	-	-	-
	Buildings	12,908	4,979	6,155	1,774	-	12,908	-	-	12,908	-
	Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total property	12,908	4,979	6,155	1,774	-	12,908	-	-	12,908	-	-
	12,908	4,979	6,155	1,774	-	12,908	-	-	12,908	-	-
Plant and equipment											
	Plant, machinery and equipment	3,156	151	2,967	38	-	3,156	-	-	3,156	-
	Fixtures, fittings and furniture	274	189	85	-	-	274	-	-	274	-
	Computers and telecommunications	189	38	-	151	-	189	-	-	189	-
	Library books	1,207	-	1,207	-	-	1,207	-	-	1,207	-
Total plant and equipment	4,826	378	4,259	189	-	4,826	-	-	4,826	-	-
Infrastructure											
	Roads	7,962	1,982	3,998	1,982	-	7,962	-	-	7,962	-
	Bridges	233	-	233	-	-	233	-	-	233	-
	Footpaths and cycle ways	1,589	189	1,400	-	-	1,589	-	-	1,589	-
	Drainage	1,288	150	534	604	-	1,288	-	-	1,288	-
	Recreational, leisure and community facilities	4,773	944	2,885	944	-	4,773	-	-	4,773	-
	Parks, open space and streetscapes	7,959	1,227	4,505	2,227	-	7,959	-	-	6,959	-
	Off street car parks	334	189	145	-	-	334	-	-	334	-
	Total infrastructure	24,138	4,681	13,700	5,757	-	24,138	-	-	23,138	-
	Total capital works expenditure	41,872	10,038	24,114	7,720	-	41,872	-	-	40,872	-

COUNCIL PLAN 2017-21

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Other information
For the five years ended 30 June 2023

2. Summary of planned human resources and expenditure

	Budget 2018-19 \$'000	Strategic Resource Plan Projections			
		2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Chief Executive					
Permanent full time	500	514	524	537	550
Permanent part time	-	-	-	-	-
Total Chief Executive	500	514	524	537	550
City Planning, Design and Amenity					
Permanent full time	10,214	10,404	10,529	10,786	11,049
Permanent part time	1,279	1,303	1,319	1,351	1,384
Total City Planning, Design and Amenity	11,493	11,707	11,848	12,137	12,433
Community Services					
Permanent full time	15,664	16,247	16,207	16,602	17,006
Permanent part time	14,221	14,751	14,715	15,073	15,439
Total Community Services	29,885	30,998	30,922	31,675	32,445
Corporate Services					
Permanent full time	8,807	9,341	9,481	9,720	9,957
Permanent part time	2,887	3,062	3,108	3,187	3,264
Total Corporate Services	11,694	12,403	12,589	12,907	13,221
Engineering Services					
Permanent full time	15,776	16,136	16,163	16,474	16,872
Permanent part time	144	147	147	150	154
Total Engineering Services	15,920	16,283	16,310	16,624	17,026
Greater Dandenong Business					
Permanent full time	1,811	1,649	1,605	1,558	1,596
Permanent part time	309	282	274	266	273
Total Greater Dandenong Business	2,120	1,931	1,879	1,824	1,869
Total casuals and other	5,282	4,877	5,064	5,222	5,243
Total staff expenditure	76,894	78,713	79,136	80,926	82,787

Note: Figures for future years are likely to be amended due to the impact of rate capping.

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

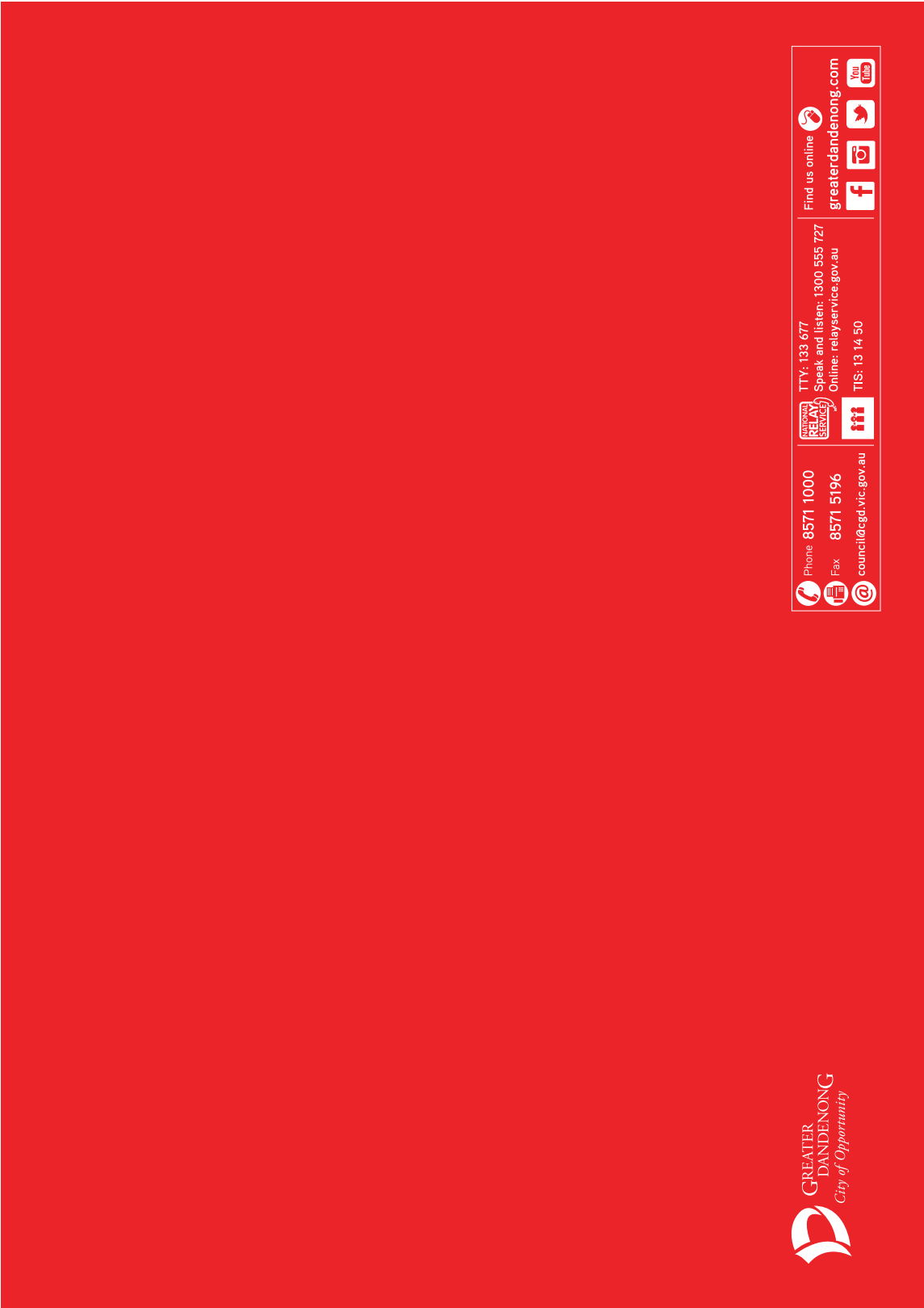
Other information
For the five years ended 30 June 2023

2. Summary of planned human resources and expenditure (continued)

	Budget 2018-19 FTE	Strategic Resource Plan Projections			
		2019-20 FTE	2020-21 FTE	2021-22 FTE	2022-23 FTE
Chief Executive					
Permanent full time	1.7	1.7	1.7	1.7	1.7
Permanent part time	-	-	-	-	-
Total Chief Executive	1.7	1.7	1.7	1.7	1.7
City Planning, Design and Amenity					
Permanent full time	93.0	92.0	91.0	91.0	91.0
Permanent part time	16.8	16.8	16.8	16.8	16.8
Total City Planning, Design and Amenity	109.8	108.8	107.8	107.8	107.8
Community Services					
Permanent full time	148.5	148.5	148.5	148.5	148.5
Permanent part time	156.4	154.1	154.1	154.1	154.1
Total Community Services	304.9	302.6	302.6	302.6	302.6
Corporate Services					
Permanent full time	77.3	77.3	76.3	76.3	76.3
Permanent part time	31.2	31.2	31.2	31.2	31.2
Total Corporate Services	108.5	108.5	107.5	107.5	107.5
Engineering Services					
Permanent full time	155.0	155.0	153.0	153.0	150.0
Permanent part time	1.7	1.7	1.7	1.7	1.7
Total Engineering Services	156.7	156.7	154.7	154.7	151.7
Greater Dandenong Business					
Permanent full time	13.4	13.4	13.4	12.4	11.4
Permanent part time	2.4	1.5	1.5	1.5	1.5
Total Greater Dandenong Business	15.8	14.9	14.9	13.9	12.9
Total casuals and other	13.5	13.5	13.0	13.0	13.0
Total staff numbers	710.9	706.6	702.1	701.1	697.1


Note: Figures for future years are likely to be amended due to the impact of rate capping.


2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

POLICY AND STRATEGY

ANNUAL PLAN 2018-19

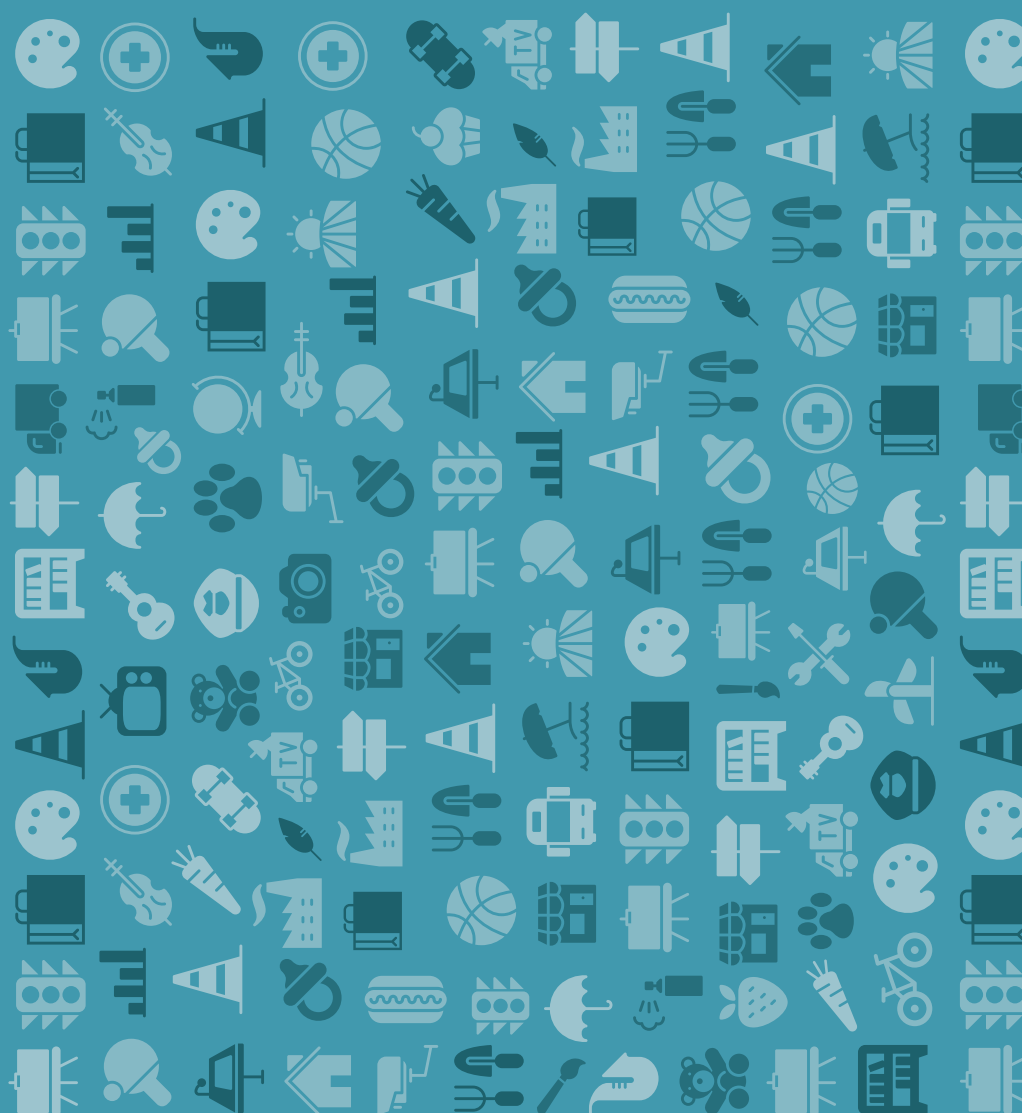
ATTACHMENT 1

ANNUAL PLAN 2018-19

PAGES 13 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

Greater Dandenong Annual Plan 2018-19



Introduction

In 2017 Greater Dandenong Council, in partnership with its community, created a new Council Plan which highlights Council's six strategic objectives for 2017-21:

- 1A vibrant, connected and safe community
- 2A creative city that respects and embraces diversity
- 3A healthy, liveable and sustainable city
- 4A city planned for the future
- 5A diverse and growing economy
- 6An open and effective Council

In order to deliver on these strategic objectives over the next four years Council must develop an Annual Plan of activity and major works which will occur across the municipality. These plans are developed in line with the community's priorities and Council's available financial, physical and human resources.

Each year Councillors and senior management teams across the organisation review their activities, identify key areas of focus and create actions which align with the annual budget and the community's vision for the future.

In 2018-19 Council will continue to focus on connecting with the community and improving health and wellbeing through the delivery of many festivals and events, arts and culture opportunities, and by supporting sports clubs to increase their participation rates.

Sustainability and open space initiatives feature in the plan with a commitment to increasing education about waste, implementing actions from Council's recently endorsed Urban Tree Strategy, and the drafting of a Climate Change Strategy. The implementation of various master plans and a number of improvement projects including Dandenong Park will contribute to improving the quality and safety of our parks and reserves.

Another key focus for the coming year is supporting the many industries in our city to build on employment opportunities and create quality networks which help connect businesses with the community. Social enterprise and visitor attraction

programs provide opportunities to celebrate our diversity and contribute to the growing economy of our area.

Council is committed to being transparent and accountable in the delivery of this plan and providing opportunities for the community to not only participate in decision making but to provide feedback on Council's effectiveness in providing a voice on its behalf. We look forward to delivering all of the actions outlined in this Annual Plan and providing regular reports on our progress.



Cr Youhorn Chea
Mayor



2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



PEOPLE A VIBRANT, CONNECTED AND SAFE COMMUNITY

Strategic Objective 1: A vibrant, connected and safe community

What we hope to achieve 2018-19 Actions

What we hope to achieve	2018-19 Actions	Timeframe/Deadline	Responsibility
A safe community	<ul style="list-style-type: none"> Complete and pass an audit of the Municipal Emergency Management Plan 	June 2019	City Projects and Asset Improvement
	<ul style="list-style-type: none"> In association with RoadSafe South East, continue to advocate for and promote the implementation of Road Safety for New Arrivals programs within the region 	June 2019	Transport and Civil Development
	<ul style="list-style-type: none"> In association with RoadSafe South East, continue to advocate for and promote the implementation of programs that address road laws and highlight the impact that alcohol and drugs (legal and illegal), fatigue, speed, hoon behaviour and distractions have on driving abilities 	June 2019	Transport and Civil Development
	<ul style="list-style-type: none"> Assist Victoria Police with targeted enforcement of speeding and hoon behaviour, through ongoing liaison and data provision 	June 2019	Transport and Civil Development
	<ul style="list-style-type: none"> Provide ongoing funds via Council's Local Area Traffic Management prioritisation program for road safety treatments to address priority locations, where the greatest road safety risks are identified 	June 2019	Transport and Civil Development
	<ul style="list-style-type: none"> Host the 2018 Walk Against Family Violence 	November 2018	People and Procurement
	<ul style="list-style-type: none"> Support and participate in regional activities aimed at the primary prevention of violence against women 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Maintain eSmart Libraries accreditation to equip libraries and connect communities with the skills needed for smart, safe and responsible use of technology 	June 2019	Community Arts, Culture and Libraries
	<ul style="list-style-type: none"> Implement the Domestic Animal Management Plan 2017-20 	June 2019	Regulatory Services
	<ul style="list-style-type: none"> Maintain the Safe City CCTV system in accordance with specified performance standards 	June 2019	Regulatory Services
A city with high community participation	<ul style="list-style-type: none"> Continue to participate in the state and federally represented school based community hubs Strategic Advisory Group and the local Greater Dandenong Community Hubs in Schools Strategic Group 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Deliver three initiatives to enhance and strengthen education and employment outcomes for young people in Greater Dandenong, including actions from the Mayoral Youth Employment Taskforce Action Plan 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Create and promote two opportunities for young people to participate in physical activity, including a focus on addressing barriers to young women's participation 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Undertake joint project with Development Victoria to assist in the development of a new site for Pop Up Park 	June 2019	Activity Centres Revitalisation

ANNUAL PLAN 2018-19

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



PEOPLE A VIBRANT, CONNECTED AND SAFE COMMUNITY

Strategic Objective 1: A vibrant, connected and safe community (continued)

What we hope to achieve	2018-19 Actions	Timeframe/Deadline	Responsibility
A city with high community participation (continued)	<ul style="list-style-type: none"> Undertake a Sport Participation Survey to provide up to date information on sport and recreation trends and activity 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Investigate the gaps and demand for alternative sporting opportunities in the City of Greater Dandenong (CGD) 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Develop and deliver eight festivals and events across the city that are accessible and inclusive, financially and environmentally sustainable, and contribute to the creativity and vibrancy of Greater Dandenong 	June 2019	Community Arts, Culture and Libraries
	<ul style="list-style-type: none"> Develop a Sport and Recreation Women's Program to assist female participation 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Develop a brand and marketing strategy to increase awareness and information about the range of available sport and recreation programs, services and facilities 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Provide aged and disability assessment services as part of the Regional Assessment Service (RAS) 	June 2019	Community Care
A well informed and connected community with improved health and wellbeing	<ul style="list-style-type: none"> Provide home care, personal care and respite care services 	June 2019	Community Care
	<ul style="list-style-type: none"> Provide planned activity groups and meals on wheels services 	June 2019	Community Care
	<ul style="list-style-type: none"> In conjunction with Monash Health work with clubs to ensure the provision of healthy club environments through the implementation of programs such as the responsible service of alcohol, healthy eating and the promotion of smoke free environments 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Maintain food safety – inspect all registered food premises annually and report outcomes 	June 2019	Regulatory Services
	<ul style="list-style-type: none"> Maintain food safety and public health standards – interact with other local authorities, Environmental Health Professionals Australia (EHPA), Municipal Association of Victoria (MAV) and State Government departments 	June 2019	Regulatory Services
	<ul style="list-style-type: none"> Monitor adolescent immunisation rates and report on the number of adolescents immunised according to the National Immunisation Program (NIP) Secondary School Program. 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Monitor childhood immunisation rates and report on the number of children under 10 years of age immunised according to the NIP 	June 2019	Community Wellbeing
	<ul style="list-style-type: none"> Work with the Alliance for Gambling Reform and engage community groups and residents to advocate for gambling reform 	June 2019	Community Wellbeing

CITY OF GREATER DANDENONG

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



PEOPLE A CREATIVE CITY THAT RESPECTS AND EMBRACES ITS DIVERSITY

Strategic Objective 2: A creative city that respects and embraces its diversity

What we hope to achieve	2018-19 Actions	Timeframe/Deadline	Responsibility
Enhanced partnerships with agencies and stakeholder groups to deliver quality services	<ul style="list-style-type: none"> In consultation with key stakeholders, develop options for Council's consideration to respond to the Commonwealth Aged Care Reform Agenda and National Disability Insurance Scheme (NDIS) 	June 2019	Community Care
A harmonious community that celebrates diversity	<ul style="list-style-type: none"> Deliver 10 youth activities in public spaces that promote pro-social behaviour and build a sense of community belonging Implement actions from the Reconciliation Action Plan through engagement with the Dandenong and District Aborigines Cooperative and other Key Aboriginal led organisations Deliver the Home exhibition and program that features artists from refugee backgrounds including people seeking asylum 	June 2019 June 2019 December 2018	Community Wellbeing Community Wellbeing Community Arts, Culture and Libraries
Increased participation in creative and cultural activities	<ul style="list-style-type: none"> Host the 2018 Children's Forum Provide 20 community arts opportunities for artists, residents and businesses through performance, exhibitions and programs Provide 10 opportunities for artists from a range of art forms through the annual artists in residency program 	June 2019 June 2019 June 2019	Community Wellbeing Community Arts, Culture and Libraries Community Arts, Culture and Libraries
A city well known for working together with its community	<ul style="list-style-type: none"> Implement year two actions of the Positive Ageing Strategy 2017-25 Implement year two actions of the Disability Action Plan 2017-23 Investigate the opportunity and content to encourage participation and promote opportunities for disability sports within CGD Advocate for and assist people seeking asylum and refugees living in the community by implementing the actions of the Greater Dandenong People Seeking Asylum and Refugees Action Plan 2018-21 	June 2019 June 2019 June 2019 June 2019	Community Care Community Care Community Wellbeing Community Wellbeing

ANNUAL PLAN 2018-19

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



Strategic Objective 3: A healthy, liveable and sustainable city

PLACE A HEALTHY, LIVEABLE AND SUSTAINABLE CITY

What we hope to achieve 2018-19 Actions

What we hope to achieve	2018-19 Actions	Timeframe/Deadline	Responsibility
A city that delivers a clean and healthy environment for people to enjoy	• Develop and deliver a 2018-19 Waste Education Program	June 2019	Infrastructure Services and Planning
	• Undertake the annual sustainability festival and awards	March 2019	Planning and Design
	• Implement actions from the Green Wedge Management Plan	June 2019	Planning and Design
	• Monitor materials recycling and green waste processing sites across the municipality	June 2019	Regulatory Services
	• Implement year one of the Urban Tree Strategy 2018-23	June 2019	Infrastructure Services and Planning
A city that prepares for climate change	• Investigate, in conjunction with the Metropolitan Waste and Resource Recovery Group, and report on alternate waste treatments to increase resource recovery and remove the reliance on landfill	June 2019	Infrastructure Services and Planning
	• Undertake a review of the household waste bin packages to understand whether there are any potential incentives to assist in the reduction of waste by households	June 2019	Infrastructure Services and Planning
	• Publish the annual report on the Sustainability Strategy	November 2018	Planning and Design
A network of quality parks, reserves and sportsgrounds	• Complete background reports and prepare a draft Climate Change Strategy	June 2019	Planning and Design
	• Work regionally with South East Councils Climate Change Alliance (SECCCA) and the Council Alliance for a Sustainable Built Environment (CASBE) to implement various sustainability projects and initiatives	June 2019	Planning and Design
	• Undertake Dandenong Park improvements	June 2019	City Projects and Asset Improvement
Infrastructure that supports people and business	• Implement walking and cycling programs while improving online access to walking and cycle paths/trails	June 2019	Community Wellbeing
	• Review the Asset Management Policy	June 2019	Infrastructure Services and Planning
	• Complete the review of the feasibility of a Community Environment Centre	June 2019	Planning and Design
	• Deliver Council's Capital Works Program	June 2019	City Projects and Asset Improvement
	• Undertake the major stormwater renewal projects program	June 2019	City Projects and Asset Improvement
	• Consider parking when assessing planning applications through the Greater Dandenong Planning Scheme	June 2019	Transport and Civil Development
	• Implement active transport infrastructure, including paths, cycle lanes and cycle parking to encourage and support walking and cycling activities	June 2019	Transport and Civil Development
	• Advocate to external organisations such as VicRoads and neighbouring municipalities to reduce the barriers to cycling	June 2019	Transport and Civil Development
	• Undertake the road resurfacing program	June 2019	City Projects and Asset Improvement
		June 2019	City Projects and Asset Improvement

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CITY OF GREATER DANDENONG

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



PLACE A CITY PLANNED FOR THE FUTURE

Strategic Objective 4: A city planned for the future

What we hope to achieve	2018-19 Actions	Timeframe/Deadline	Responsibility
A range of quality streetscapes and public places that build pride	<ul style="list-style-type: none"> Deliver Graffiti Clean Up Day 	June 2019	Regulatory Services
An adequate supply of residential, commercial and industrial development	<ul style="list-style-type: none"> Commence the Dandenong South National Employment and Innovation Cluster Structure Plan in conjunction with the Victorian Planning Authority Complete the Planning Scheme Amendment for the Springvale Activity Centre Structure Plan Undertake a desktop review of the Heritage Study 1999 for possible submission to the Victorian Housing Register Review the Municipal Strategic Statement 	June 2019 June 2019 December 2018	Planning and Design Planning and Design Planning and Design
Revitalised activity centres	<ul style="list-style-type: none"> Implement staged delivery of the Springvale Boulevard project Undertake the Afghan Bazaar Cultural Precinct stage three B streetscape Undertake the Walker Street streetscape stage two construction Commence the redevelopment of the Masonic Hall Art Gallery Progress options to redevelop the Warwick Avenue Precinct Monitor the 10 year Infrastructure Plan for the Activity Centres Monitor, implement and promote Activity Centre parking changes Undertake phase two of the Revitalising Central Dandenong project Implement the Indian Cultural Precinct Framework Complete the review of the Noble Park Activity Centre Structure Plan 	June 2019 June 2019 June 2019 June 2019 June 2019 June 2019 June 2019 June 2019 June 2019 June 2019	Planning and Design Activity Centres Revitalisation Activity Centres Revitalisation Activity Centres Revitalisation Activity Centres Revitalisation Activity Centres Revitalisation Activity Centres Revitalisation Activity Centres Revitalisation Activity Centres Revitalisation Activity Centres Revitalisation Planning and Design

ANNUAL PLAN 2018-19

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Strategic Objective 4: A city planned for the future (continued)



PLACE A CITY PLANNED FOR THE FUTURE

What we hope to achieve 2018-19 Actions

What we hope to achieve	2018-19 Actions	Timeframe/Deadline	Responsibility
Assets planned to meet future community needs	• Develop a Public Lighting Strategy	June 2019	Infrastructure Services and Planning
	• Deliver the first half of the stage two Springvale Community Precinct project	June 2019	City Projects and Asset Improvement
	• Develop a Public Transport Advocacy Statement	June 2019	Transport and Civil Development
	• Develop a Multi Modal Transport Infrastructure Plan for the Dandenong Activity Centre	June 2019	Transport and Civil Development
	• Review and implement the Municipal Early Years Infrastructure Plan	June 2019	Community Wellbeing
	• Finalise acquisition of land for the Keysborough South Community Hub and undertake detailed design works for the facility	June 2019	Community Wellbeing
Quality public open space provided across the city	• Implement the master plan for Dandenong Park	June 2019	Planning and Design
	• Implement the existing Open Space Strategy to improve the quality of parks, reserves and playgrounds	June 2019	Planning and Design
	• Complete background reports and prepare a draft revised Open Space Strategy	June 2019	Planning and Design
	• Complete the review of the Dog Off-leash Strategy and select early actions for implementation	June 2019	Planning and Design
	• Develop and implement master plans for Burden Park, Frederick Wachtler, Warner and Parkfield Reserves	June 2019	Planning and Design
Increased sustainability of residential, commercial, industrial and Council developments	• Develop a policy for the implementation of infill development cost recoveries for impact on existing infrastructure assets	June 2019	Infrastructure Services and Planning
	• Meet with social housing providers to investigate and facilitate local opportunities	June 2019	Activity Centres Revitalisation
	• Complete the Planning Scheme Amendment for the Environmentally Sustainable Design local policy	June 2019	Planning and Design

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



OPPORTUNITY A DIVERSE AND GROWING ECONOMY

Strategic Objective 5: A diverse and growing economy

What we hope to achieve 2018-19 Actions

	Timeframe/Deadline	Responsibility
A city that supports the economic contribution, strength and diversity of its industries	• Develop an Activity Centre's Investment prospectus	Activity Centres Revitalisation
	• Publish four editions of Stakeholder Business Magazine and relevant e-newsletters	Economic Development
	• Deliver a minimum of eight events as part of a small business workshop series	Economic Development
	• Deliver a minimum of five food manufacturers collaborative network events	Economic Development
	• Host the annual Real Estate and Developer Forum	Economic Development
A tourist destination attracting new visitors	• Implement a visitor attraction marketing program to attract visitors and keep local residents aware of activities and events	Economic Development
	• Host 15 cultural and food tours across Dandenong and Springvale	Economic Development
A resilient employment hub	• Deliver a key event for secondary school students that promotes diversity of career opportunities	South East Business Networks
	• Lead the Community Revitalisation Employment Project incorporating the One Per Cent Initiative	South East Business Networks
	• Host at least one industry golf day event to raise funds in support of local charities	South East Business Networks
A great place for business	• Monitor and report the number of network activities conducted with a target of 50	South East Business Networks
	• Provide activities that encourage opportunities for women and promote women in business	South East Business Networks
	• Deliver a development program for social enterprises	Economic Development
A city where business and community work together	• Finalise bid for A-League team in the South-East and progress the development of a stadium proposal	Greater Dandenong Business
	• Promote grant, trade mission and business development programs and facilitate local business participation	Economic Development
A city that is connected to the global economy	• Support the Future of Manufacturing program and the development of the Manufacturing Connectivity Centre	South East Business Networks
	• Deliver activities that provide exposure and knowledge of global trends and encourage internationalisation	South East Business Networks

ANNUAL PLAN 2018-19

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)

Strategic Objective 6: An open and effective Council



OPPORTUNITY AN OPEN AND EFFECTIVE COUNCIL

What we hope to achieve	2018-19 Actions	Timeframe/Deadline	Responsibility
A Council connected with the community, providing an effective voice on their behalf	<ul style="list-style-type: none"> Facilitate Community Forums as requested by Councillors Achieve an index score of 62 or higher for community consultation and advocacy (Community Satisfaction Survey) Grow Council's social media following by ten per cent from a base figure of 17,000 Maintain a detailed advocacy register on Council's website and prepare an updated advocacy document for distribution to local Members of Parliament Review and update the Community Engagement Framework 	June 2019 June 2019 June 2019 June 2019 June 2019	Governance Communications and Customer Service Communications and Customer Service Communications and Customer Service Communications and Customer Service
	<ul style="list-style-type: none"> Produce and adopt the Annual Budget by 30 June 2019 in line with the new requirements of the Local Government Act Achieve an index score of 61 or higher for making decisions in the interest of the community (Community Satisfaction Survey) Review the Council Plan 2017-21 and develop the Annual Plan 2019-20 Undertake community consultation for the Annual Budget 2019-20 Commence planning preparations for the 2020 Council election including the potential need to conduct an electoral review of Council's ward structure depending on the final requirements of the new Local Government Act Develop and provide guidance to Council on the implementation of the new conflict of interest framework within the new Local Government Act Develop a Transparency Policy in line with the requirements of the new Local Government Act Develop in conjunction with Council, governance rules to define the meeting procedure regulations for Council in line with the requirements of the new Local Government Act 	June 2019 June 2019 June 2019 March 2019 June 2019 June 2019 June 2019 June 2019	Finance and Information Technology Communications and Customer Service Communications and Customer Service Communications and Customer Service Governance Governance Governance Governance
	Decision making which is transparent and accountable		
An innovative and technologically connected Council	<ul style="list-style-type: none"> Continue to develop on-line digital forms to supplement current manual processes and promote these products to the community Complete a redevelopment of Council's intranet and commence redevelopment of the corporate website Continue to implement the Digital Strategy and publish to the community the outcomes achieved against the prior year 	June 2019 June 2019 June 2019	Finance and Information Technology Communications and Customer Service Communications and Customer Service

CITY OF GREATER DANDENONG

2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



OPPORTUNITY AN OPEN AND EFFECTIVE COUNCIL

Strategic Objective 6: An open and effective Council (continued)


What we hope to achieve 2018-19 Actions

What we hope to achieve	2018-19 Actions	Timeframe/Deadline	Responsibility
A well-managed and high performing Council	• Complete a Workforce Management Plan in line with the requirements of the new Local Government Act	June 2019	People and Procurement
	• Complete the development of a CEO remuneration policy as required under the new Local Government Act	June 2019	People and Procurement
	• Enhance the Pulse corporate reporting and risk management system across Council for improved performance reporting, risk identification and mitigation	June 2019	People and Procurement
	• Ensure Local Government Act general compliance across the organisation through the ongoing management of the legislative compliance system	June 2019	Governance
	• Review the Long Term Financial Strategy and seek Council adoption of the revised framework in line with the new requirements of the Local Government Act	June 2019	Finance and Information Technology
	• Maintain sound financial practices by completion of the Annual Financial Statements for the year ended 30 June 2018 and receive full audit clearance by the legislated time frame of 30 September (including compliance with the Model Financial Report)	June 2019	Finance and Information Technology
	• Develop a Revenue and Rating Strategy in line with the requirements of the new Local Government Act	June 2019	Finance and Information Technology
	• Liaise with the Valuer General to ensure the smooth introduction of centralised valuations and undertake annual rate modelling based on revaluations	June 2019	Finance and Information Technology
	• Review and update the Audit Advisory Committee Charter based on new responsibilities contained in the Local Government Act	June 2019	Governance
	• Maintain all public registers required in accordance with the Local Government Act and associated regulations	June 2019	Governance
	• Manage the effective leasing of Council's commercial property portfolio including seeking new lease opportunities for spaces which are currently vacant	June 2019	Governance
	• Achieve an index score of 76 or higher for customer satisfaction (Community Satisfaction Survey)	June 2019	Communications and Customer Service

ANNUAL PLAN 2018-19

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2.5.1 Council Plan 2017-21 (Revised 2018) and Annual Plan 2018-19 (Cont.)



GREATER
DANDENONG
City of Opportunity

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Find us online
greaterdandenong.com

2.6 OTHER

2.6.1 Leave of Absence - Cr Tim Dark

File Id:

Responsible Officer:

Director Corporate Services

Report Summary

Councillor (Cr) Tim Dark requests a Leave of Absence from 18 July to 22 August 2018. This Leave of Absence would include the Council Meetings of 23 July and 13 August 2018. Council previously granted a Leave of Absence to Councillor Dark on 12 February 2018 for the period 25 June to 5 August 2018 but Cr Dark has since had to change the dates required for this leave.

This request for Leave of Absence therefore supersedes any previous requests made.

Recommendation Summary

This report recommends that a new Leave of Absence be granted to Cr Dark for the period requested.

2.6.1 Leave of Absence - Cr Tim Dark (Cont.)

Background

This new Leave of Absence has been requested for personal reasons.

This report is submitted in conjunction with Council's current Meeting Procedure Local Law and section 66B of the *Local Government Act 1989* (the Act). Further, under section 69(2) of the Act, Council must not unreasonably refuse to grant leave.

This Leave of Absence would include the scheduled Ordinary Meetings of Council of 23 July and 13 August 2018 and the scheduled Councillor Briefing Sessions of 23 July, 30 July (if held), 6 August, 13 August and 20 August 2018.

Victorian Charter of Human Rights and Responsibilities

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this report but is not relevant to its contents.

Financial Implications

There are no financial implications associated with this report.

Conclusion

It is proposed that Cr Dark's request for a Leave of Absence from 18 July to 22 August 2018 inclusive be granted. If granted, it will be inclusive of two Ordinary Meetings of Council dated 23 July and 13 August 2018.

Recommendation

That Council grants a new Leave of Absence to Cr Tim Dark for the period 18 July to 22 August 2018 (inclusive) which includes the Ordinary Meetings of Council scheduled for 23 July and 13 August 2018 and notes Cr Dark's apology for those meetings.

2.6.2 List of Registered Correspondence to Mayor and Councillors

File Id:	qA283304
Responsible Officer:	Director Corporate Services
Attachments:	Correspondence Received 7-18 May 2018

Report Summary

Subsequent to resolutions made by Council on 11 November 2013 and 25 February 2014 in relation to a listing of incoming correspondence addressed to the Mayor and Councillors, Attachment 1 provides a list of this correspondence for the period 7-18 May 2018.

Recommendation

That the listed items provided in Attachment 1 for the period 7-18 May 2018 be received and noted.

2.6.2 List of Registered Correspondence to Mayor and Councillors (Cont.)

OTHER

**LIST OF REGISTERED CORRESPONDENCE TO MAYOR AND
COUNCILLORS**

ATTACHMENT 1

**CORRESPONDENCE RECEIVED
7-18 MAY 2018**

PAGES 2 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.6.2 List of Registered Correspondence to Mayor and Councillors (Cont.)

Objective

CONNECTED COLLABORATIVE COMMUNITY.

Correspondences addressed to the Mayor and Councillors received between 07/05/18 & 18/05/18 - for information only - total = 2

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
Suggestion regarding family change rooms at Dandenong Oasis received from facility user.	17-May-18	17-May-18	fA141548	Community Services
Letter from Member for Narre Warren South requesting a response to letter sent on behalf of resident querying an infringement notice.	9-May-18	9-May-18	fA141124	Residential Amenity

Objective

CONNECTED COLLABORATIVE COMMUNITY.

Correspondences addressed to the Mayor and Councillors received between 07/05/18 & 18/05/18 - for information only - total = 7

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
Invitation to the Mayor from the Minister for Suburban Development to attend the Southern Metropolitan Partnership Mayors Meeting and Annual Assembly in July.	7-May-18	7-May-18	A4965790	Mayor & Councillors Office
Letter of acknowledgement from the Minister for Immigration and Border Protection regarding Mayor's letter concerning response times to a Notice of Intention to Consider Cancellation (Visa).	30-Apr-18	8-May-18	A4967995	Mayor & Councillors Office
Letter of acknowledgement from the Federal Member for Hotham regarding the Mayor's letter relating to proposed cuts to the Status Resolution Support Service.	8-May-18	8-May-18	A4967997	Mayor & Councillors Office
Letter of acknowledgement from the Attorney-General regarding Mayor's letter opposing amendments to the Charities Act 1978 (Note - the bill has been withdrawn from the Legislative Council).	7-May-18	10-May-18	A4974123	Mayor & Councillors Office
Letter of acknowledgement from the Department of Premier and Cabinet regarding Mayor's letter concerning the current Infrastructure Recovery Charge - letter has been referred to the Minister for Major Projects.	4-May-18	10-May-18	A4974122	Mayor & Councillors Office
Letter from the Minister for Local Government advising of the appointments to the 2018 Local Government Mayoral Advisory Panel (LGMAP).	7-May-18	11-May-18	A4976907	Mayor & Councillors Office
Letter of response from the Assistant Minister to the Prime Minister regarding the posthumous promotion of General Sir John Monash GCMG KCB VD to the rank of Field Marshal.	9-May-18	16-May-18	A4984101	Mayor & Councillors Office

NB: Users assigned may have changed by the time of the Council Meeting. Correct at time of report production only.

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South

File Id:

Responsible Officer:

Director Corporate Services

Attachments:

Locality Plan

Submission from Renato Pellicano

Report Summary

This report seeks endorsement of the renaming of National Reserve (Reserve) which is located at 43-67 National Drive, Dandenong South. Over time, the Reserve has been called National Drive Reserve, National Reserve, National Drive Conservation Area and the Abbotts Road Vegetation Protection Area and this report is seeking to endorse one name to give the reserve clear identification as a destination. A locality plan of National Drive Reserve is provided in Attachment 1.

Recommendation Summary

This report recommends that Council endorses the proposed name of Frank Pellicano Reserve for the land currently known as National Drive Reserve and undertakes the required community consultation regarding the new name for a period of 30 days.

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)**Background**

The land known as National Reserve located at 43-67 National Drive, Dandenong South is also known under a variety of names such as National Drive Reserve, National Drive Conservation Area and the Abbotts Road Vegetation Protection Area. It is 21.6 hectares in size and has been wholly owned by the Greater Dandenong City Council since April 2009.

The Reserve was acquired by Council through a series of development negotiations from 2001 to 2008 between Mal Baker, a past Council Director of Development Services, Council's Planning Team, the Pellicano family (in particular Frank Pellicano) and the then Victorian Department of Sustainability and Environment (DSE). During that time, the significant ecological value of the land was recognised by all parties and the surrounding land was developed in accordance with native vegetation protection legislation. As part of the agreement, the developer agreed to maintain the site for a period of ten years and they elected to fund Council to undertake these works on their behalf. Council continues to maintain the reserve as passive open space.

The Reserve is currently zoned Public Conservation and Resource Zone which acts to protect and conserve the natural environment and processes for historic, scientific, landscape, habitat or cultural value and provide facilities which assist in public education and interpretation of the natural environment with minimal degradation of the natural environment or processes. It is also subject to an Environmental Significance Overlay which acts to preserve and enhance the River Red Gum woodland contained within it. This is the most significant and extensive stand of River Red Gum in the region and it supports a variety of flora and fauna. In addition, the Reserve is also subject to a Development Plan Overlay so that any existing vegetation remains protected for any future uses of the land.

The Reserve is currently fenced by a two metre high black mesh and has been open to the public between 9am and 3pm weekdays since June 2015. People that visit the Reserve are able to enjoy the area along the extensive walking tracks that are complemented by complete BBQ facilities, shelter and interpretive signage which depicts the ecology and significance of the natural flora and fauna surrounding them. The Reserve is also home to a range of endangered, rare and vulnerable vegetation types and endangered fauna.

Council received a submission from Renato Pellicano in April 2016 requesting Council to name the Reserve after his uncle, Frank Pellicano (deceased) who contributed to development within Greater Dandenong for over 25 years and was one of the key stakeholders in Council obtaining part of the land referred to in this report as National Reserve, Dandenong South. A copy of Renato Pellicano's submission to Council is provided in Attachment 2.

Frank Pellicano has a long history with City of Greater Dandenong. He had the vision in the late 1990's to purchase over 160 hectares of swamp land and cow paddocks in Dandenong South on an instinct that Dandenong would become a pivotal area for industry due to its location and accessibility. Within this land, Remington Estate and M1 and M2 Industry Park were developed and are now home to some of Australia's largest and most well-known businesses. Frank Pellicano was directly involved in securing the majority of occupiers for these business estates and was integral in turning these parcels of land into the business parks that they are today. The combined businesses provide

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

approximately 2000 jobs within Greater Dandenong and generate over \$3 million in Council rates and land taxes. These industrial estates also include a childcare facility and play centre and the well-known and well-frequented restaurant and function centre ARCO.

During development of the business estates, Frank worked directly with traditional owners of the land to locate and preserve any artefacts of significance. During this time he understood the significance of the conservation area in what we now know as National Drive and worked to transplant indigenous species of flora from other parts of the estate into the conservation area. Frank was the pivotal stakeholder in Council obtaining ownership of the principal conservation area within the current Reserve.

Frank Pellicano was a well-respected person and businessman throughout Dandenong. In the area in which he was most active, he has left the legacy of how business development and a respect for nature and the environment can work together for future generations to both enjoy and benefit from economically.

Three pieces of work set the standard for how a Council (naming authority) can name or rename a place in Victoria. The naming of places must adhere to the legislation prescribed by the *Geographic Place Names Act 1998* and subsequently the guidelines set out in *Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016*. Council also has a policy on the Naming of Places and Naming and Numbering of Roads which basically defers to the *Guidelines for Geographic Names Victoria 2010*, the publication that has now been replaced by the 2016 version *Naming rules for places in Victoria* (previously mentioned).

The *Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016* require that the proposed renaming of a place be endorsed by Council and that consultation with the community is undertaken according to the guidelines as outlined in sections 4 & 7. Proposed names must also adhere to the general principles outlined in section 2 which ensure that no ambiguity, confusion, error or discrimination is caused by the renaming process. In particular, Principle H prescribes the guidelines for the use of commemorative names such as what is proposed in this report.

A request for “in principle” support for the Reserve to be renamed “Pellicano Reserve” was lodged with the Registrar of Geographic Names on 13 March 2018. “In principle” support was subsequently received back from the Registrar on 3 April 2018 for the name “Frank Pellicano Reserve”. While the naming rules suggest the use of given names along with surnames be avoided, in this instance the Registrar has recommended it to differentiate the commemorative name of the Reserve with that of the business and commercial name “Pellicano” which is generally quite well known.

Community Plan ‘Imagine 2030’ and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan ‘Imagine 2030’. This report is consistent with the following community visions:

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

Community Plan 'Imagine 2030'

People

- *Pride* – Best place best people
- *Outdoor Activity and Sports* – Recreation for everyone

Place

- *Sense of Place* – One city many neighbourhoods
- *Appearance of Places* – Places and buildings

Opportunity

- *Leadership by the Council* – The leading Council

Council Plan 2017-2021

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

Place

- A healthy, liveable and sustainable city

Related Council Policies

This report and proposal complies with Council's Naming of Places and Naming and Numbering of Roads Policy.

Victorian Charter of Human Rights and Responsibilities

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this report but is not relevant to its contents.

Consultation

Councillors discussed this naming proposal at the Councillor Briefing Session held on 17 July 2017. Advice and "in principle" support has been sought from the Office of Geographic Names prior to the production of this report.

Section 7 of the *Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016* requires a Naming Authority (Council) to undertake consultation. As the proposed renaming does not affect individual addresses, it is proposed to advertise the new name in the local newspapers circulating in the area and support that advertising with letters to residents/businesses in the immediate vicinity of the Reserve, on Council's website and through social media. Any objections will be considered for a period of 30 days. If no valid objections are received, the new name will be

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

submitted for final approval by the Registrar of Geographic Names and changes made to the Vicnames Register. If any objections are received, a further report will be submitted to Council for consideration of those objections and further public consultation may be required.

Council officers have also discussed this proposal with the submitter of the proposal, Renato Pellicano.

Financial Implications

Some expense will be involved in the consultation phase of this proposal and any new signage required at the reserve once the process is completed. However, these costs can be accommodated within current budget allocations.

Conclusion

Given the contributions of Frank Pellicano to the development of the Dandenong South area and his pivotal role in Council establishing and obtaining the conservation area currently known as National Reserve, it is appropriate that the Reserve be named after Frank Pellicano.

It is proposed that National Reserve, located at 43-67 National Drive, Dandenong South, be renamed Frank Pellicano Reserve and that the required community consultation be commenced.

Recommendation

That Council:

- 1. endorses that the reserve located at 43-67 National Drive, Dandenong South be renamed from National Reserve to Frank Pellicano Reserve; and**
- 2. Officers undertake the required community consultation outlined in this report and submit an application seeking adoption of the name Frank Pellicano Reserve to the Office of Geographic Names once that consultation has been completed.**

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

OTHER

**PROPOSED RENAMING OF NATIONAL RESERVE, 43-67 NATIONAL
DRIVE, DANDENONG SOUTH**

ATTACHMENT 1

LOCALITY PLAN

PAGES 2 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)



2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

OTHER

**PROPOSED RENAMING OF NATIONAL RESERVE, 43-67 NATIONAL
DRIVE, DANDENONG SOUTH**

ATTACHMENT 2

SUBMISSION FROM RENATO PELLICANO

PAGES 16 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

19th May 2016

PROPOSAL FOR NAMING
OF NATIONAL DRIVE
CONSERVATION AREA
AT M1 & M2 INDUSTRY PARK

Pellicano



2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)



Frank Pellicano in 2015

Pellicano



2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)**Pellicano**

8. The estates already provides to the community a social services like a childcare, a kids play centre and restaurant/function facility, with further amenity to come in the years ahead to add to the conservation area.
9. Frank worked on developing the City of Greater Dandenong for over 25 yrs and this focus still remains with our current Directors, with our first major Dandenong CBD project (refer Quest apartments project on page 13).
- Lastly and most importantly, Frank is well respected as a person and business man throughout the City of Greater Dandenong and has left a positive impression on all he interacted with in his time with us. I'm constantly reminded by people that knew him well of the education and/or assistance he gave them.
- This last point is what makes us so proud of him, he gave back to a lot of people without fanfare or seeking adulation. He did it because that was his way and that's why we feel it's important for us to honour him in an area that meant so much to him and was a focus of much of his life.
- On behalf of the Pellicano family, I thank-you for your consideration of naming this important public amenity after a man who taught us so much, but more importantly how to love and live. If successful, we would be honoured to co-ordinate an official opening of the Conservation area in conjunction with Council at our cost.

We look forward to your response and please should you require any further information or have any queries, please do not hesitate to contact me.

Regards,



Renato Pellicano
Managing Director

www.pellicano.com.au

Pellicano

John Bennie
Chief Executive Officer
City of Greater Dandenong
225 Lonsdale St,
Dandenong VIC 3175

Dear John,

I write on behalf of the Pellicano Family and my beloved late Uncle Frank. I write to seek your and council's consideration in naming the National Drive Conservation area after my uncle and business partner Frank Pellicano.

We lost Frank in May last year after a difficult 12 month battle with brain cancer and since then we have been considering the best way to honour him. By chance I happened to notice that the Conservation area, once precluding public interaction, has been opened to the public and facilities constructed. I further noticed that it doesn't have a name and feel that it should have one.

Why do we think Frank Pellicano is the best candidate to have this public amenity named after? Our reasoning is as follows;

1. We are tremendously proud of what Frank (a migrant) has achieved in his working life and in particular in the City of Greater Dandenong.
2. The conservation area is the nexus of M1 and M2 Business Parks.
3. Frank worked directly with the traditional owners of the Estates to preserve/locate any artefacts of significance. He even transplanted indigenous grass from an alternate part of the estate to the conservation area. An uncommon practice at that time.
4. Frank has a long and intimate history/connection with the conservation area, as he was the driving force in Pellicano transferring ownership of the 9.8 hectare conservation area to Council for zero cost in 2008 (actually we paid council \$680,000). The Retail value of this land today is circa \$20 Million (refer to Appendix for council 'thank-you' letter).
5. Frank had the vision in the late 1990's to acquire the 120 hectares that would become M1 & M2 Business Parks when it was swamp land and cow paddocks and was integral in turning it into the \$400 million business park that it is today (refer to image on page 8).
6. Frank was directly involved in securing the majority of occupiers for the business park & most occupiers have fond memories about how he conducted his businesses.
7. The estates combined provide;
 - a. **2,000** permanent jobs
 - b. Generates circa **\$1.55 million** annually of council rates
 - c. Generates circa **\$1.6 million** annually of land tax

The builder who helped build Dandenong South

Frank Pellicano was only 8 years old when he travelled by boat with his mother and two brothers to join their father in Australia in 1955. When they came of age Frank's brother Nunzio opened his own building company with a colleague and soon employed his younger brother Frank as a bricklaying apprentice. In 1967 Frank and his brother Nunzio formed a partnership as home builders, and from that year on they went from strength to strength to become one of Australia's largest property builders and developers (refer to the Pellicano History in appendix).

In the mid 1990's Frank could see that the region of Dandenong South was going to be a pivotal area for industry due to its location, with excellent accessibility via major arterials to Melbourne's CBD and ports, with local industry supported by a large and growing workforce.

Due to Frank's vision the two brothers took a chance and purchased the 46 hectare site which Pellicano developed into Remington Estate. Soon after that they acquired 120 hectares in Dandenong South that would later become one of Victoria's most renowned Business Parks, M1 & M2 Industry Park. Both these business parks are home to some of Australia's largest tenants including BHP, Bosch, Beaumont Tiles and many more.

On the back of the success of these two business parks, in 2006 Pellicano acquired a further 77 hectares which is now known as *Innovation Park*. The estate is currently very active in it's development and will soon one of Melbourne's benchmark business parks.



Co-founders: Nunzio, Assunta and Frank Pellicano

FRANK PELLICANO'S NOTABLE DANDENONG SOUTH DEVELOPMENTS

HEALEY ROAD OFFICE/ WAREHOUSES

INNOVATION PARK

REMINGTON ESTATE

M1 & M2 INDUSTRY PARKS

Bosch facility at M2 Industry Park

BHP Steel Lysaght facility at M1 Industry Park

www.pellicano.com.au

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

M1 and M2 Industry Park,
Dandenong South

In the heart of Dandenong South lies one of Melbourne's most important business parks, M1 & M2 Industry Park, an Industrial, Commercial and Retail Showroom precinct which is home to over 45 of Australia's most successful businesses and their 2,000 employees. M1 and M2 is a \$400 million master planned development, over approximately 120 ha which is separated by a nature reserve providing an environmental aspect for all occupants.



M1 & M2 Industry Park in 1998



M1 & M2 Industry Park in 2016



Home to some of Australia's largest companies



Arco Restaurant & Cafe



100 place Childcare Centre



Lake and walking tracks



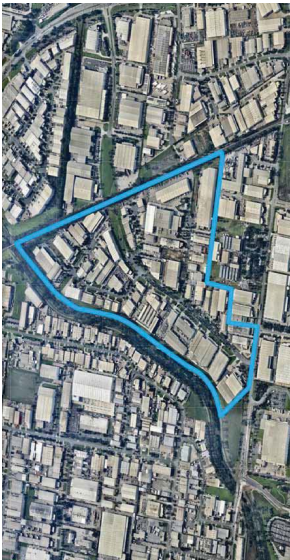
Crocs Indoor Playcentre

www.pellicano.com.au

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

Remington Estate,
Dandenong South

Remington Estate was launched by Pellicano in 1997 and purchased in a joint venture with Dansu Corporation. This 46 ha site was to be Pellicano's first major business park in Dandenong. Clients included Nitto Denko, Camec, John Ryan Removals, Hume Doors, Konway Express, Sunace, Regal Paper, Cobe, Peteron, Membrey's Transport, Kleins, Pine Solutions, Snorkel and Selection Steel.



Regal Papermart



Remington Estate Cafe



Camec



Pine Solutions



Konway Express

Innovation Park, Dandenong South

Innovation Park is a 77 ha master planned industrial business community in Dandenong South. This estate is easily accessible to major arterials, Monash Freeway and Eastlink and therefore situated only 35 minutes from Melbourne's CBD. Still in it's early stages, Innovation Park is set to become our most developed estate in the coming years with all land sold in stages 3 & 4 as well as a number of pre-lease deals currently in the pipeline including Cyclone tools 16,200m² new facility which is now in operation.



Cyclone Tools Distribution

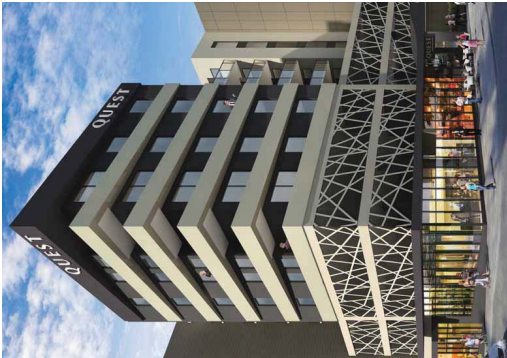


Cafe Innovation

Quest Apartments, Dandenong

This architecturally designed development with a total building area of 11,800m² will have 95 serviced apartments with a ground floor retail precinct and will be complete in July 2016.

Pellicano and Quest's plan resulted in Places Victoria allocating 1,400m² to this scheme which is testament to the Pellicano Quest partnership's vision, commitment and industry reputation.

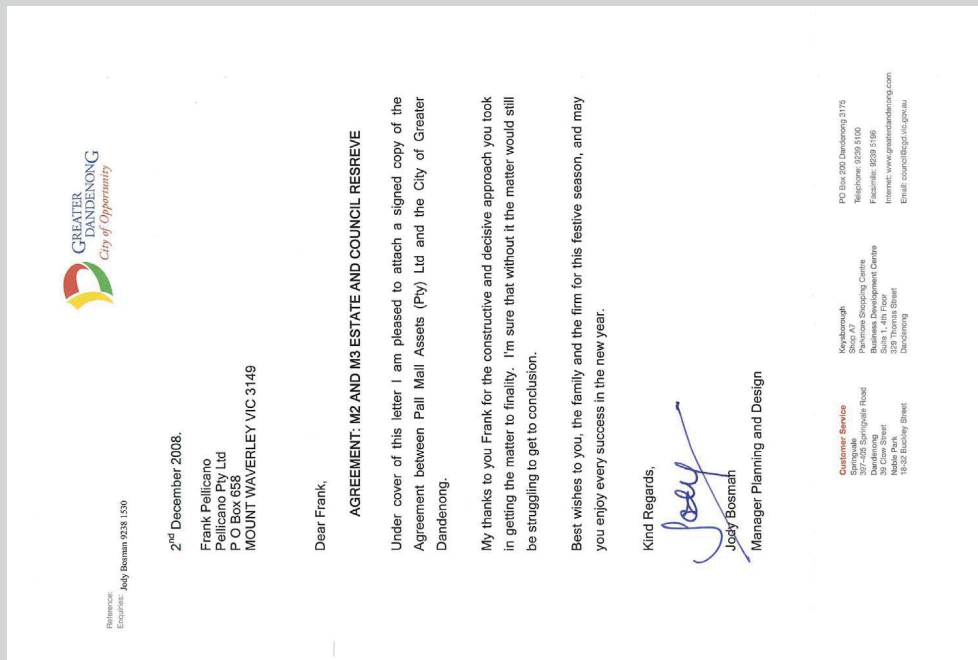


Construction photo taken in May 2016



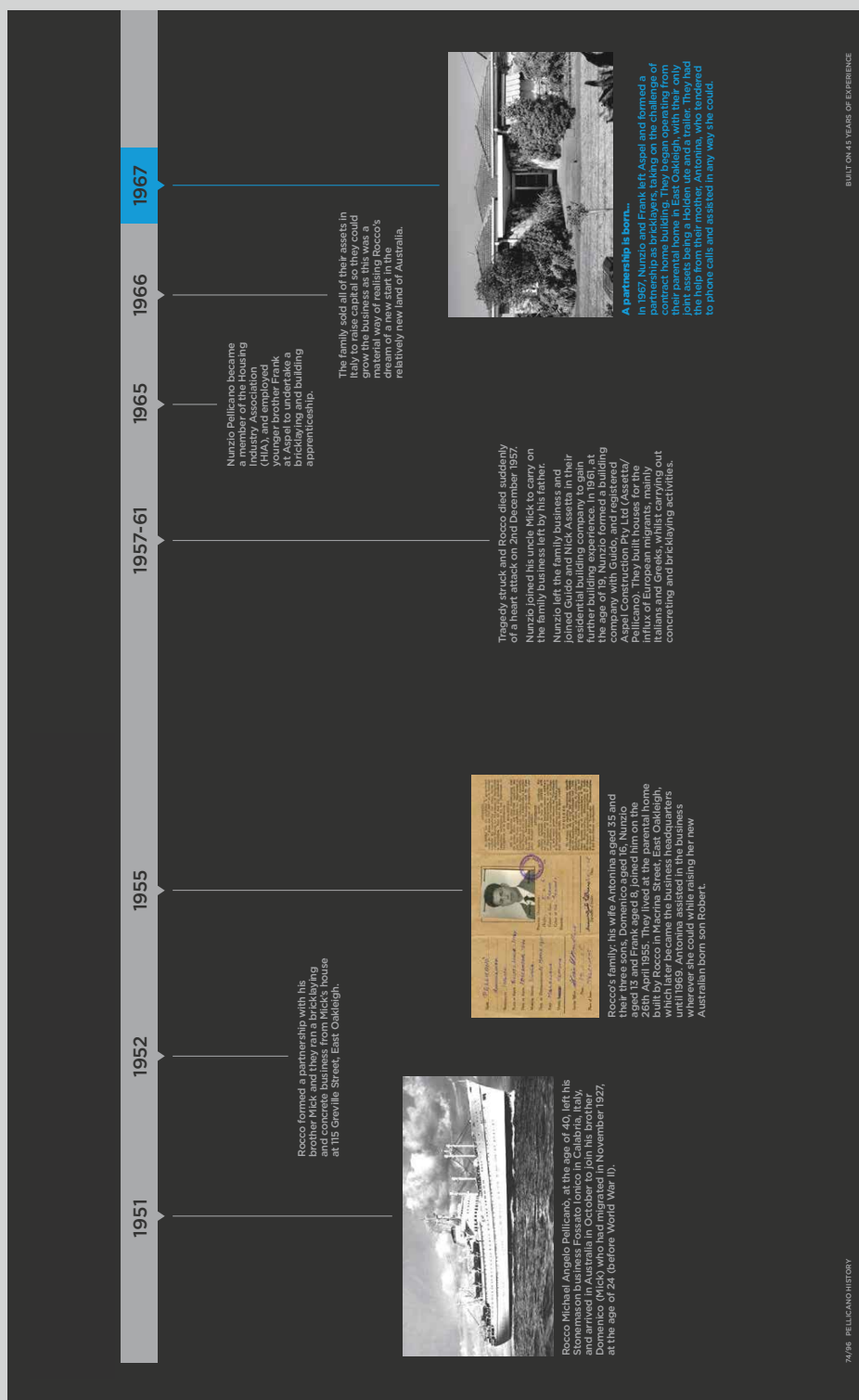
2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

Dandenong Council 'Thank-You' Letter



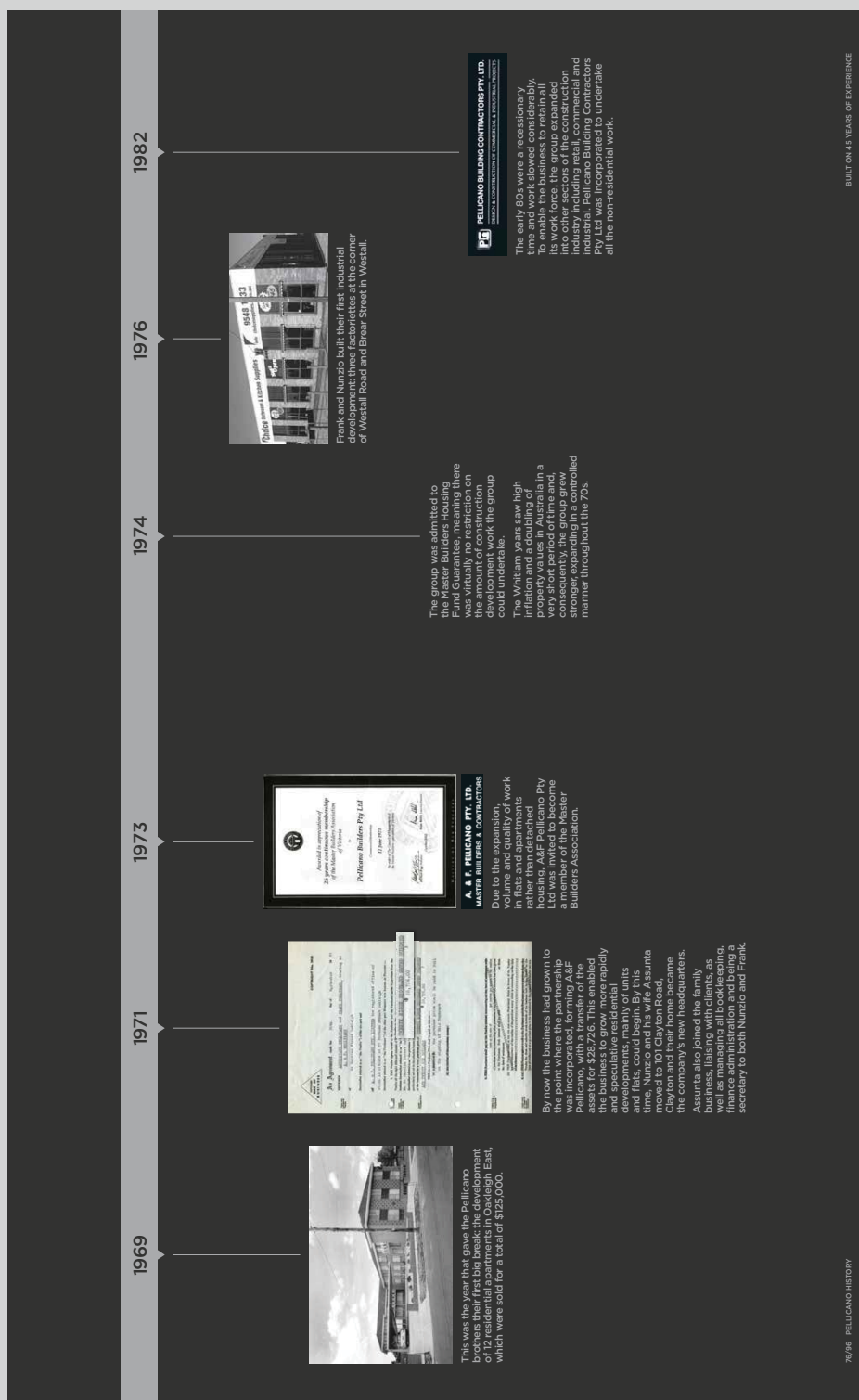
APPENDIX

The History of Pellicano



2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

The History of Pellicano



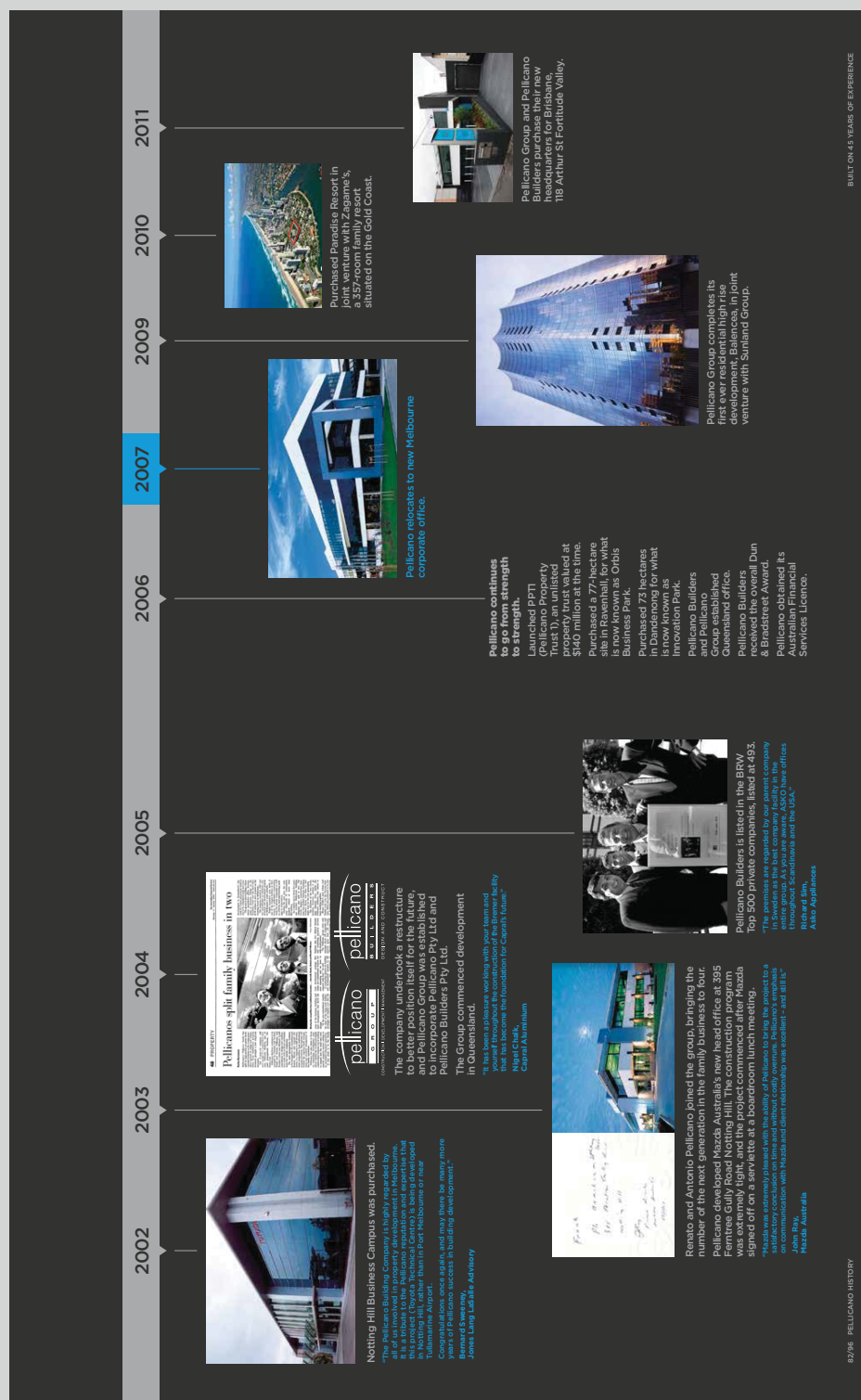
2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

The History of Pellicano

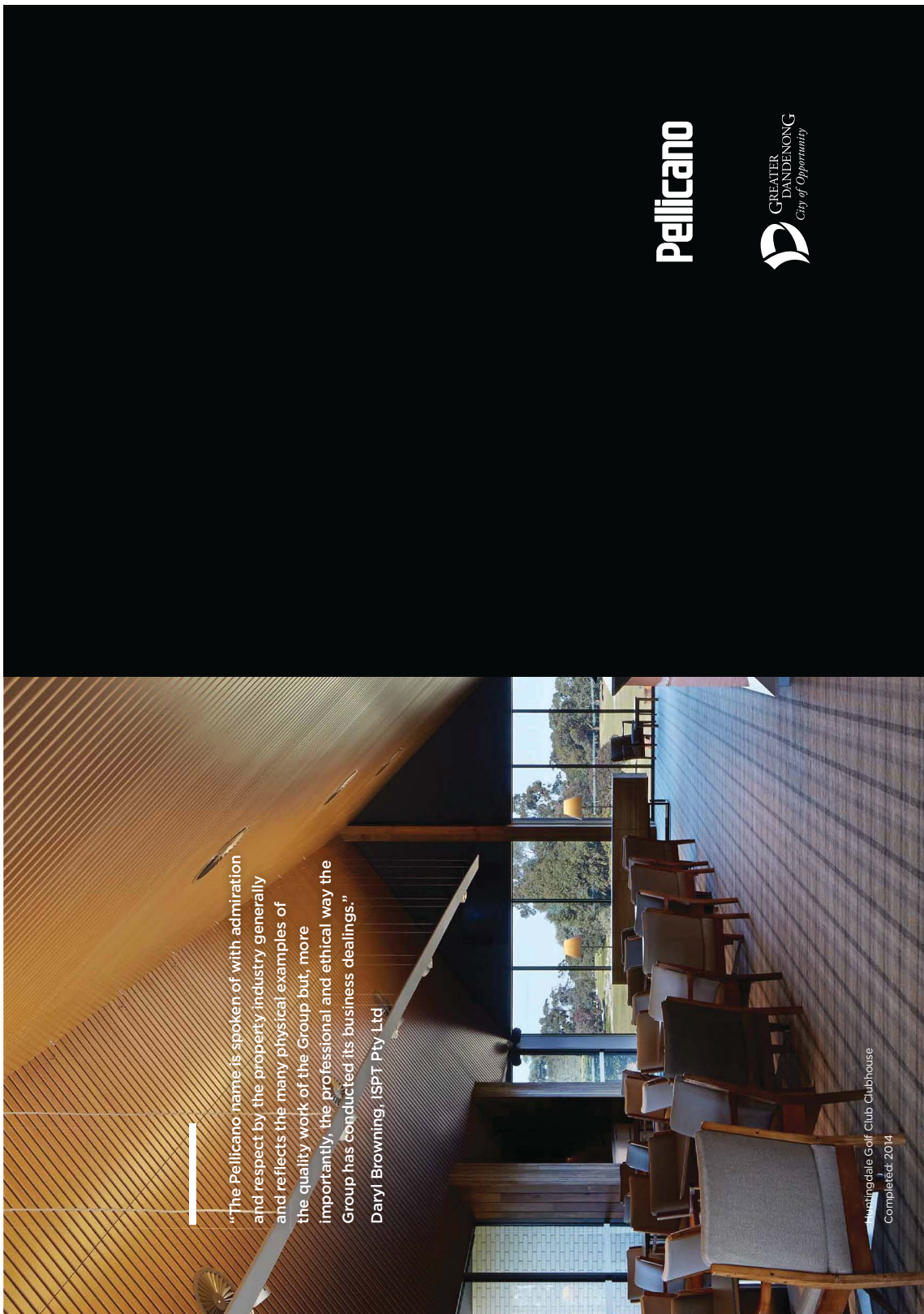


2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

The History of Pellicano



2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)



"The Pellicano name is spoken of with admiration and respect by the property industry generally and reflects the many physical examples of the quality work of the Group but, more importantly, the professional and ethical way the Group has conducted its business dealings."

Daryl Browning, ISPT Pty Ltd

Huntingdale Golf Club Clubhouse
Completed: 2014

2.6.3 Proposed Renaming of National Reserve, 43-67 National Drive, Dandenong South (Cont.)

Pellicano

Victoria
(03) 8562 4300
Level 2, 395 Ferntree Gully Road
PO Box 658
Mt Waverley VIC 3149

Queensland
(07) 3850 5850
118 Arthur Street
PO Box 585
Fortitude Valley QLD 4006

www.pellicano.com.au

2.6.4 Response to Notice of Motion No. 4 - Transporting Senior Citizens on Weekly Shopping Trips (Community Transport Review)

File Id:

Responsible Officer:

Director Community Services

Attachments:

Minute No. 61 - Notice of Motion No. 4 -
Transporting Senior Citizens on Weekly
Shopping Trips (Community Transport Review)

Report Summary

Notice of Motion No. 4 was presented to Council on 12 December 2016 requesting:

“That Council implement and puts in place the outcome to the Notice of Motion No. 2 supported by Councillors on 12 November 2012 relating to the Community Transport Shopping trip Program and runs an extra bus service to allow more than the, at present, nine residents of which the present bus service only allows to participate and be taken on a weekly shopping trip. With our City being an ageing City, the needs of our ageing residents need to be met to stop isolation and allow our residents to socialise with people on the bus and also will allow our elderly residents to be more independent rather than relying on continual family support to provide them with weekly transport to the shops.”

Further work was undertaken in early 2017 which took into consideration a number of reviews that have taken place over the 10 years relating to the community transport program. As a result a number of recommendations have been made in respect of the future operation of a Council community transport program.

Recommendation Summary

This report recommends that Council uses our existing Community Bus Fleet to trial some new activities and excursions for our older residents for the remainder of 2018 to assist with alleviating social isolation. It is also proposed that Council hosts a Community Transport Forum mid-year to identify existing community transport options and develop possible partnerships for the future delivery of community transport. The results of the trial activities and the Transport Forum will then assist the development of a Community Transport Program Future Directions Discussion Paper that will be presented to Council for their consideration in late 2018.

2.6.4 Response to Notice of Motion No. 4 - Transporting Senior Citizens on Weekly Shopping Trips (Community Transport Review) (Cont.)**Background**

The key goals of the community transport program are to provide specialised transport for those clients most in need and to offer a form of social engagement to enhance health and wellbeing. The community transport service currently provides:

- **Door to door transport to seniors clubs and groups** - user eligibility is based on being a member of one of the 14 clubs Council currently provides transport to. Users do not need to be registered and assessed through My Aged Care to receive service, it is completely Council funded.
- **Door to door transport to Council's Planned Activity Group (PAG) sessions** - these operate five days per week. As PAG is part of the Commonwealth Home Support Program (CHSP) all clients of PAG need to be registered and assessed through My Aged Care. Therefore Council does use some CHSP funding to subsidise PAG transport.
- **Door to door transport to shopping centres and other leisure and recreation destinations such as the library** - this is completely Council funded and users do not need to be registered and assessed through My Aged Care.

The Council report in May 2016 highlighted that approximately 70% of the Council funded community transport bus fleet has been allocated to transporting clients involved in the Commonwealth funded planned activity groups.

However the current review has identified that the current number of clients accessing the planned activity groups (PAG) has declined significantly with around 106 people currently attending the programs per week. This decline can be attributed to the ramifications of the recent Commonwealth Government aged care reforms that has led to potential clients having many more options to choose alternative PAG providers and other social support service options that are now available across the municipality.

Council's future role as a PAG provider will be considered in the context of Council assessing their overall role as a provider of the range of CHSP services later in 2018, when further information is available from the Commonwealth Government on the new provider contract requirements for the 2019/20 financial year. Therefore it is recommended that Council maintain the status quo in providing PAG services until a decision is made regarding Council's future role in Aged Services. However the drop in demand for PAG services does provide flexibility to use Council's Community Bus Fleet to provide transport for activities that promote social participation and engagement of older people in this municipality.

Recent research such as the Commissioner for Senior Victorians report on isolation and loneliness among senior Victorians - *Ageing is everyone's business* confirms that maintaining or initiating social participation and engagement in later life benefits the mental health and well-being of older adults. Council recently endorsed the new Positive Ageing Strategy 2017-25 that has as its overarching goal to ensure that older people are able to maintain their links with their neighbourhoods and families and have the opportunity to use their skills and knowledge to benefit the community. This is aligned with current research and the World Health Organisation (WHO) Age Friendly Cities Framework. Council is also a signatory to the Age Friendly Declaration which provides a commitment to creating age friendly communities.

2.6.4 Response to Notice of Motion No. 4 - Transporting Senior Citizens on Weekly Shopping Trips (Community Transport Review) (Cont.)

The scheduling of buses continues to provide a logistical challenge in coordinating the utilisation of the Council buses and rostering of bus drivers. This is further exacerbated by the historical allocation of bus transport for only 14 of the approximately 80 senior citizen clubs and groups with set times for drop off and pick up of club members. The inequity in providing transport to only 14 of the approximately 80 clubs is a difficult and sensitive issue to resolve as to provide transport to all seniors clubs would require significant additional resources. Community Transport staff report they have only a small number of clubs enquire about the possibility of transport for their members over the past few years.

The bus transport to Seniors Clubs is part of a broader issue of inequity in Council funding to Seniors Clubs. Funding has been provided through three separate sources within Council: the Social Support Fund, the Community Grants Fund and the Councillor Donations Fund, which is now part of the Community Response Grants. There are seniors clubs that have been operating for 50 years+ and some that have only been formed in the past decade in response to the recent arrival of immigrants from a range of cultural groups.

It is recommended that the issue of Council support to Seniors Clubs and Groups including transport to the clubs is the subject of a separate project once Council has endorsed the future Community Transport directions.

Proposal

The Year One Action Plan of the Positive Ageing Action Plan is currently being finalised in consultation with the Positive Ageing Advisory Committee. Many of the actions being suggested by PAAC members are around the provision of a range of additional social activities that require the use of Community Buses. With the drop in demand for PAG, there is some availability in the existing bus fleet to trial some of the suggested programs and activities. With some reconfigured rostering to bus drivers, Council would be able to trial some of the following suggested activities:

1. **Full day excursions for people 65+** with up to a one hour drive to venues, look around, lunch and return home e.g. art galleries, botanical gardens. Pick up from central locations in different parts of CGD. Council provides in-kind bus and bus driver and the actual admission fee for activity and lunch/refreshments paid for by the client.
2. **Half day bus trips to local places of interest** - suggested places/activities include tour of local op shops, Dandenong Market and have tour with option of lunch. Food /Cultural Tours with tastings. Neighbourhood houses, leisure centres, Heritage Hill, Libraries, The Drum, parks (sensory garden), Council in-kind contribution of bus and driver with user pays for any admission/tour costs and lunch refreshments. The aim is to make people more aware and connected to local facilities in their community.
3. **Additional shopping trips** - trial themed shopping trips i.e. to specific cultural shops/cafes, food specific tours with tastings/lunches talks on nutrition.

The provision of these types of additional programs on a trial basis would provide benefit and illustrate Council's ongoing commitment whilst there are possible changes to Council's existing role as a provider of CHSP services

2.6.4 Response to Notice of Motion No. 4 - Transporting Senior Citizens on Weekly Shopping Trips (Community Transport Review) (Cont.)

As part of the development of the trial programs, it is recommended Council consider holding a Community Transport Forum in June/July that can identify possible partnerships to assist in implementing the trial program and identify what other community transport options are already operating in the municipality.

People with disabilities also often have community transport needs so it is recommended their needs are considered in developing community transport options. A number of organisations (in particular in the disability service sector) are already running similar community transport programs and are currently engaging with public bus transport providers in an effort to provide a more efficient and flexible service to their clients. Therefore local bus and taxi companies including uber will also be invited to the Community Transport Forum as all options need to be considered in developing an effective and efficient Community Transport Service for this municipality. The operation of an efficient and flexible community bus service requires the appropriate IT technology, scale and logistical skills and knowledge of staff to manage what is essentially a business operating buses for a particular target group.

In preparation for the Community Transport Forum, it is proposed to undertake some significant consultation of our aged and disabled community members through a community survey to identify what the key transport challenges are for older community members, what types of community transport do they need, ie; shopping, social activities, and medical appointments. The surveys will be accessible on Council's website and hard copies distributed to seniors clubs, neighbourhood houses, libraries, leisure centres and local aged and disability agencies. A separate survey will be undertaken of local public and community transport providers to identify what transport options are available. The results of both surveys will be tabled at the Community Transport Forum to assist in identifying service needs and gaps to better plan Community Transport options in the Greater Dandenong municipality into the future.

In regard to NOM No. 4 requesting an additional shopping trip, there are currently shopping trips to:

- *Parkmore Shopping Centre* - two trips fortnightly Tuesday and Friday
- *Dandenong Plaza* - two trips fortnightly Thursday and Friday
- *Waverley Gardens* - one trip per fortnight on a Friday.

None of the existing shopping trips are currently filled to capacity, but the trip with the greatest demand is to Parkmore Shopping Centre, so it is suggested that we trial an additional shopping trip to Parkmore. To assist with informing the community about the availability of these shopping trips there would be a Community Transport Communications Plan developed.

Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

2.6.4 Response to Notice of Motion No. 4 - Transporting Senior Citizens on Weekly Shopping Trips (Community Transport Review) (Cont.)

Community Plan 'Imagine 2030'

People

- *Pride* – Best place best people
- *Cultural Diversity* – Model multicultural community
- *Outdoor Activity and Sports* – Recreation for everyone
- *Lifecycle and Social Support* – The generations supported

Place

- *Sense of Place* – One city many neighbourhoods
- *Safety in Streets and Places* – Feeling and being safe
- *Travel and Transport* – Easy to get around

Opportunity

- *Education, Learning and Information* – Knowledge
- *Leadership by the Council* – The leading Council

Council Plan 2017-2021

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

People

- A vibrant, connected and safe community
- A creative city that respects and embraces diversity

Place

- A healthy, liveable and sustainable city
- A city planned for the future

Opportunity

- An open and effective Council

The strategies and plans that contribute to these outcomes are as follows:

- Positive Ageing Strategy 2017-25
- Council Plan (2017-21)
- Community Wellbeing Plan 2017-21
- Disability Action Plan 2017-23

2.6.4 Response to Notice of Motion No. 4 - Transporting Senior Citizens on Weekly Shopping Trips (Community Transport Review) (Cont.)

Related Council Policies

- Community Engagement Policy
- Diversity, Access and Equity Policy 2015
- Disability Policy

Victorian Charter of Human Rights and Responsibilities

All matters relevant to the Victorian Human Rights Charter have been considered in the preparation of this report and are consistent with the standards set by the Charter.

Financial Implications

The proposed trial of new social activities will be funded through the existing Community Care budget up until December 2018. Ongoing, there are no current resources included within the Annual Budget for this purpose.

Consultation

The Social Participation and Engagement of Older People Review included consultation with 250 older residents and 60 organisations that provide programs and activities for older people. The Positive Ageing Strategy also undertook significant consultation with the community and local service providers. The Positive Ageing Advisory Committee (PAAC) has also provided significant feedback as to Council's role in promoting social participation in older people.

It is envisaged that further targeted consultation will occur as part of the proposed Public Transport Forum as outlined in this report. The PAAC will also continue to provide feedback on the new programs.

Conclusion

There is clear evidence regarding the negative health impacts of social isolation in particular for the frailest aged and vulnerable members of our community. Access to a range of Community Transport options can assist in alleviating some of this social isolation by connecting people to activities in their local community.

There are a number of providers of community transport across the municipality including Council. The complex nature of community transport needs requires significant strategic thinking from both a community development and bus service operator perspective.

2.6.4 Response to Notice of Motion No. 4 - Transporting Senior Citizens on Weekly Shopping Trips (Community Transport Review) (Cont.)

Recommendation

That:

- 1. Council hosts a Community Transport Forum in July this year to assist with the development of our proposed trial bus activities for 2018 and also identify any other community transport options currently available in the municipality;**
- 2. Council develops a program of activities in response to feedback from the Community Transport Forum, the Positive Ageing Strategy consultations and the Positive Ageing Advisory Committee to trial with the community for the remainder of the 2018 calendar year;**
- 3. Council develops a Media/Communications Plan that promotes all community transport options available to CGD older residents including Council's proposed trial activities;**
- 4. a report be presented to Council by the end of 2018 on the success of the trial programs and recommendations for future community transport activities; and**
- 5. a trial of an additional shopping trip to Parkmore Shopping Centre be implemented by the end July 2018.**

**2.6.4 Response to Notice of Motion No. 4 - Transporting Senior Citizens on Weekly Shopping Trips
(Community Transport Review) (Cont.)**

OTHER

**RESPONSE TO NOTICE OF MOTION NO. 4 – TRANSPORTING SENIOR
CITIZENS ON WEEKLY SHOPPING TRIPS (COMMUNITY TRANSPORT
REVIEW)**

ATTACHMENT 1

**MINUTE NO. 61 - NOTICE OF MOTION NO. 4 -
TRANSPORTING SENIOR CITIZENS ON
WEEKLY SHOPPING TRIPS**

PAGES 2 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.6.4 Response to Notice of Motion No. 4 - Transporting Senior Citizens on Weekly Shopping Trips (Community Transport Review) (Cont.)

City of Greater Dandenong

ORDINARY COUNCIL MEETING MINUTES

MONDAY 12 DECEMBER 2016

3.3 Notice of Motion No. 4 - Transporting Senior Citizens on Weekly Shopping Trips

Author:

Cr Maria Sampey

Preamble

In November 2012 a Notice of Motion was supported by councillors that an additional bus with an assistance officer or "jockey" be added to the shopping transport program for those who needed help getting on and off the bus. Council also agreed to buy an additional 11 seater bus with a lift and cage to provide an extra shopping service to run at least once a week that could include shopping jeeps.

After this resolution was passed on 12 November 2012 an assistance officer or "jockey" was not employed and the service since 2012 has not been improved to cater for transporting more than nine people on weekly shopping trips in the last four years.

Motion:

That Council officers present to the next appropriate Council meeting a report that addresses all aspects of the implementation of Notice of Motion No. 2 supported by Councillors on 12 November 2012 relating to the Community Transport Shopping Trip Program and runs an extra bus service to allow more than the, at present, nine residents of which the present bus service only allows to participate and be taken on a weekly shopping trip. With our City being an ageing City the needs of our ageing residents need to be met to stop isolation and allow our residents to socialise with people on the bus and also will allow our elderly residents to be more independent rather than relying on continual family support to provide them with weekly transport to the shops.

MINUTE 61

Moved by: Cr Maria Sampey

Seconded by: Cr Tim Dark

That Council officers present to the next appropriate Council meeting a report that addresses all aspects of the implementation of Notice of Motion No. 2 supported by Councillors on 12 November 2012 relating to the Community Transport Shopping Trip Program and runs an extra bus service to allow more than the, at present, nine residents of which the present bus service only allows to participate and be taken on a weekly shopping trip. With our City being an ageing City the needs of our ageing residents need to be met to stop isolation and allow our residents to socialise with people on the bus and also will allow our elderly residents to be more independent rather than relying on continual family support to provide them with weekly transport to the shops.

CARRIED

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line

File Id:

Responsible Officer:

Director Corporate Services

Attachments:

City of Celebration material
Cardinia Shire Logo

Report Summary

At the Council meeting held 29 January 2018, Council moved the following Notice of Motion 47:

That Council initiate a process of internal review of the current tag line – ‘City of Opportunity’ to determine if, after a decade since its adoption, it remains relevant and appropriate as a brand or logo in the advancement of Greater Dandenong over the next decade; and that the review be conducted internally in the first instance – engaging appropriately with Councillors – resulting in a report to Council that will outline options including that if a change is determined as necessary and appropriate, that wider, external consultation be undertaken.

This report provides the requested report based on an internal review for Council consideration.

Recommendation Summary

This report recommends that Council:

1. retains its official tagline as City of Opportunity, as it exists on the current logo in the short term, but utilise ‘City of Celebration’ when referring to and in the promotion of the city’s many festivals and events;
2. initiate a process to make subtle changes to refresh the existing logo and gradually implement a version with no tagline, so that messages can be targeted to the audience and the medium; and
3. actively seeks feedback from the community and provides information back to Councillors by June 2019 on what has been achieved and the feedback received.

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)**Background**

A review of Council's existing tagline – City of Opportunity – commenced with a presentation to Councillors on the options to consider when changing a logo, brand or tagline. This presentation was made by Jamie Thomas, a marketing and branding specialist. It covered topics such as Council's core beliefs, vision and mission; how Council wants to be perceived; how different taglines will best resonate with key stakeholders; and what the city's 'key message' should be.

The presentation also covered the key arguments for and against why companies typically refresh their brand. The pros were identified as being:

- To improve an organisation's / Council's image;
- To become more relevant, competitive and/or more profitable (for corporates);
- To attract more customers through refreshing the company image;
- To achieve new goals, which may include greater advocacy;
- To increase engagement with key stakeholders by getting people talking and offering the chance to explain why a change is being made;
- To streamline Council's messaging, bringing everything back to a key central focus.

Some of the 'Cons' presented included:

- If it isn't well accepted, it may cause confusion, frustration and even criticism;
- Customers may be turned away if they don't feel they align to a tagline, particularly relevant to Council from an investment and business attraction perspective;
- It's an expensive process, through both the design, consultation and implementation processes.

The key message from the presentation was to consider 'relevance' of the brand to the 'majority' of stakeholders, and how this statement positions Greater Dandenong in the minds of others.

Slogans or taglines are considered audible representations of a brand. Changing your slogan, or even the logo, should be based on the changing needs, attitudes and trends that are occurring within your own organisation, as well as with your audience.

To date there exists no convincing evidence that this is the case at Greater Dandenong, therefore additional research may be required to determine if a decision is made to progress with a complete change of brand.

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)**Activities to Date**

Following the presentation to Councillors it was agreed that some initiatives to promote 'City of Celebration' be undertaken straight away (**as per Attachment 1**). These included the following:

- design and production of tear drop banners to be used at local events;
- the production of a flyer promoting activities across the municipality and the online events calendar that would initially be handed out at Autumn Fest, then other events and locations as appropriate;
- design and production of a set of flags which will be installed across the city's flagpoles at least once a year, and which are scheduled to go up for the first time in July; and
- an upcoming double page spread in the *The City* magazine as a general promotion of the range and number of local festivals and events, many of which are unique to the Greater Dandenong community.

Logo Options

Since development of the existing Greater Dandenong Council logo, the tagline 'City of Opportunity' has been a prominent inclusion of the overall brand. So integral is it that rarely does the logo appear without the tagline.

The existing logo and tagline are currently considered as 'one' in the vast majority of uses. This includes on all Council stationery, publications and forms, the website and all electronic newsletter templates, garbage trucks and Council vehicles, signage, flags, banners and official council documents and policies.

However this is not necessarily common practice and could be reviewed going forward. Part of this report recommendation is that a process be initiated to make subtle changes to refresh the existing logo and that Council gradually implement a version with no tagline, so that messages can be targeted to the audience and the medium. This will make it a lot more versatile and provide the ability for specific taglines to be used depending on the placement and who the material is intended for.

As an example, City of Opportunity could continue to be used in reference to the promotion of business, jobs and employment, new migrants and refugees, affordable living and housing, growth and development. City of Celebration could appropriately be attached to all the city's festivals, events and cultural celebrations. Another tagline may be developed for internal use, or that which is aimed at marketing a particular message towards a specific target market.

Logos without a tagline are common and used by many other local councils and industry alike. This option would provide greater flexibility and the ability for Greater Dandenong City Council to choose a tagline that best meets the needs of its target audience.

The other significant benefit of a very gradual and subtle change is the cost of implementation. A sudden and more dramatic rebrand could potentially cost Council hundreds of thousands of dollars – not only in the design and application, but to implement across the hundreds of items already

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)

carrying the logo would be significant. A more subtle change will be less obvious and provide the option for both the old and new to be used side by side, and the older version to be replaced only as new items are ordered.

Case Studies***City of Sydney***

In 2007 the City of Sydney used the tagline 'City of Celebrations' as part of a specific \$1.3 million tourism campaign aimed at increasing domestic visitors to New South Wales. The key message behind the campaign, which used high end imagery, was that Sydney is not only a great place to look at, but one you can also visit.

The key points to note from this example if considering City of Celebration as an official tagline, is that it's already been used within Australia; it was by a capital city and primarily for tourist attraction; and it required significant financial investment.

Cardinia Shire Council

Located 55 kilometres south-east of Melbourne and considered one of Greater Dandenong's close neighbouring Councils, Cardinia Shire covers an area of about 1280 square kms consisting of both urban growth areas and rural townships. Cardinia Shire is currently home to around 35,000 households, but is experiencing significant population growth with new families and young people moving to the area.

Cardinia Shire staff identified an opportunity to refresh the logo at the time of moving into their new municipal building, which already required the design of new stationery and signage. The logo was over 12 years old and while still considered good, was looking dated.

The brief was that key elements must be retained, and that both the refreshed and old logo needed to be able to sit alongside each other for a significant transition period. Hence the project's key criteria was a rolling and gradual implementation with a minimal cost impact.

The outcome was a more contemporary version of the logo which has retained the key elements of the original, but presents a modern and stylish adaptation. **(See Attachment 2)**

Festivals and Events in Greater Dandenong

The City of Greater Dandenong is Australia's most culturally diverse community, home to 160,000 residents from over 157 different birthplaces. There are currently 64 per cent of residents born overseas, which has resulted in a colourful and exciting array of food, cultures and celebrations on offer in the local community.

Greater Dandenong now hosts around 100 festivals and events each year, some of which are organised by Council but many that are run by community groups, such as the Chilean Festival and Lunar New Year celebrations. A number of the community run events gain Council sponsorship via the Community Grants Program and request a copy of Council's logo for their promotional material.

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)

A 'proudly supported by' version of the logo is currently provided, which in future could include 'City of Celebration' as a tagline relevant to the activities they are promoting and which in turn will help Council badge all festivals and events in a similar way.

Council also encourages local event organisers to promote their events via the online listing at www.greaterdandenong.com, which is replicated in monthly editions of The City magazine.

It is proposed that in any promotion of these activities undertaken by Council that the tagline 'City of Celebration' be used. Council will also display the 'Celebration' tear drop banners at all the festivals it organises and those which a representative staff member attends with a Council branded marquee.

Proposal

This report proposes that various actions be undertaken in support of using a tagline appropriate to the target audience.

The fact that Council's existing logo has the 'City of Opportunity' tagline attached to it makes it a more challenging task to change quickly and completely. Therefore it is proposed that a process be initiated to update and refresh the logo and develop a version which can exist on its own as well as with different taglines as appropriate.

While City of Opportunity is still considered to be relevant in many cases and would be too costly to completely disregard, City of Celebration is a positive and fun tagline that can be introduced to the promotion of local festivals, events and gatherings to highlight the breadth and depth of what is such a critical component of Greater Dandenong's multicultural community.

Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

Community Plan 'Imagine 2030'**Place**

- *Appearance of Places* – Places and buildings

Opportunity

- *Tourism and visitors* – Diverse and interesting experiences
- *Leadership by the Council* – The leading Council

Council Plan 2017-2021

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)

Place

- A city planned for the future

Opportunity

- An open and effective Council

Victorian Charter of Human Rights and Responsibilities

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this report but is not relevant to its contents.

Financial Implications

There are no direct financial implications associated with this report, however a complete changeover and implementation of a new tagline would require significant investment.

Consultation

In preparing this report, consultation was undertaken with councillors and industry experts in marketing and branding. Cardinia Shire Council was also consulted on their approach and outcome of a branding update.

Conclusion

Following discussions with Councillors and analysing the pros and cons of changing an existing company tagline, it is recommended that 'City of Opportunity' is still relevant in many circumstances and to a variety of audiences. Due to the fact that it is also part of Council's existing logo, it makes it more difficult and potentially very costly to completely change over.

City of Celebration is a tagline that is also favoured by councillors as being fun, inclusive and representative of our diverse community. It is agreed that this could be an effective promotion associated with the city's many festivals and events, so in order to trial it in the short term a series of flags, banners and a brochure were developed for use. These are currently being rolled out across the city and will feature at upcoming events and in Council publications.

The preferred approach longer term is one where the tagline can be adapted to the communication needs of the organisation and the audience for which messages are intended. By developing a version of the Greater Dandenong logo over time that does not have a permanent tagline attached to it will allow this to happen and offer more flexibility and versatility in messaging, as well as alleviate the cost of regularly changing items such as stationery and signage.

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)

Recommendation

That Council:

- 1. retains its official tagline as City of Opportunity, as it exists on the current logo in the short term, but utilise 'City of Celebration' when referring to and in the promotion of the city's many festivals and events;**
- 2. initiates a process to make subtle changes to refresh the existing logo and gradually implement a version with no tagline, so that messages can be targeted to the audience and the medium; and**
- 3. actively seeks feedback from the community and provides information back to Councillors by June 2019 on what has been achieved and the feedback received.**

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)

OTHER

**RESPONSE TO NOTICE OF MOTION NO. 47 – CITY OF CELEBRATION
TAG LINE**

ATTACHMENT 1

CITY OF CELEBRATION MATERIAL

PAGES 3 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)

Attachment 1: ‘City of Celebration’ material

City of Celebration | Gateway Flags



2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)

CITY OF CELEBRATION

The City of Greater Dandenong is home to some of Melbourne's most well attended and popular cultural festivals.

Officially recognised as Australia's most culturally diverse community, with residents hailing from more than 160 nations, Greater Dandenong is quickly establishing a reputation as the city of celebration.

The City of Greater Dandenong now hosts almost 100 festivals and events each year – a true celebration and acknowledgement of our city's cultural diversity and strong sense of community.

The Council-led festivals are gaining a huge community following and Snow Fest and the Australia Day Festival have each been awarded respectively Best Tourism Event and Best Community Event in Victoria at the Australian Event Awards.

Find or list a local event at:
greaterdandenong.com/events

GREATER DANDENONG
City of Opportunity

The graphic features a black header with the title 'CITY OF CELEBRATION' in white, with 'CITY OF' in a smaller font. Below the header, there are three circular inset images: one showing two children holding an Australian flag, one showing a person in traditional blue and white attire, and one showing a person in a blue and white costume. A large, vibrant image of a child with orange tiger face paint is positioned in the lower right. The background is decorated with colorful confetti and streamers.

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)

OTHER

**RESPONSE TO NOTICE OF MOTION NO. 47 – CITY OF CELEBRATION
TAG LINE**

ATTACHMENT 2

CARDINIA SHIRE LOGO

PAGES 2 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.6.5 Response to Notice of Motion No. 47 - City of Celebration Tag Line (Cont.)

Attachment 2: Cardinia Shire logo

Old logo:



New logo:



2.6.6 Independent Arbiters Report

File Id:

Responsible Officer:

Director Corporate Services

Attachments:

Independent Arbiters Report (Confidential)

Report Summary

Council appointed an independent arbiter to conduct an arbitration of an application brought by Councillor Dark against Cr Long.

Following the hearing of the application on 24 April, 2018, the arbiter has now released the final report containing written reasons for findings and recommendations under Section 81AA of the Local Government Act 1989.

In accordance with Councils Code of Conduct, the arbiters report is required to be submitted to the next ordinary meeting of Council for its consideration. It is a confidential attachment to this report, protected by the provisions of the *Local Government Act* 1989 Section 89(2)(f) and may not be distributed beyond Council.

Recommendation Summary

This report recommends that Council note the findings of the independent arbiter.

2.6.6 Independent Arbiters Report (Cont.)

Background

Following the completion of the independent arbitration of the application brought by Cr Dark against Cr Long, the arbiter has released the final report which is attached as confidential attachment A.

Paragraph 60 of the report contains the recommendations and findings of the arbitration which read:

Although the arbiter has found that the comments were in breach of the Councillor Code of Conduct, given the reasons set out above, the Arbiter believes this breach was minor and inadvertent. Accordingly the arbiter recommends the following:

Cr Long apologises to Cr Dark by acknowledging that he was entitled to oppose Council's endorsement of the RAP, and that she understands that such opposition does not mean that he is against our indigenous people.

Paragraph 70 of the report further recommends that this may be in the form of a verbal apology at a Councillor Briefing Session.

Proposal

This report proposes that Council note the report and considers providing written direction in respect of the findings.

Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

Community Plan 'Imagine 2030'

Opportunity

- *Leadership by the Council* – The leading Council

Council Plan 2017-2021

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

Opportunity

- An open and effective Council

Financial Implications

Final costings are yet to be obtained from the independent arbitration. It is expected however that the final cost is likely to be approximately \$10,000.

2.6.6 Independent Arbiters Report (Cont.)

Consultation

The interim findings from the arbiter were provided to both Councillors with the opportunity to submit comments.

Conclusion

The arbiters report is attached for Council to consider. It is a confidential attachment protected by the provisions of the *Local Government Act* 1989 Section 89(2)(f) and may not be distributed beyond Council. The Councillor Code of Conduct provides that after considering the arbiters findings, Council may give written directions to the Councillor.

Recommendation

That Council notes the findings of the independent arbiter.

2.6.6 Independent Arbiters Report (Cont.)

OTHER

INDEPENDENT ARBITERS REPORT

ATTACHMENT 1

**INDEPENDENT ARBITERS REPORT
(CONFIDENTIAL)**

Under Section 89 (2) (f) of the Local Government Act 1989 this attachment
has not been provided to members of the public.

PAGES 20 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.6.7 Report on Matters Discussed at Councillor Briefing Sessions & Pre-Council Meetings - 14 & 21 May 2018

File Id: fA25545

Responsible Officer: Director Corporate Services

Report Summary

As part of Council's ongoing efforts to improve transparency in Council processes, matters discussed at Councillor Briefing Sessions & Pre-Council Meetings (other than those matters designated to be of a confidential nature) are reported on at ordinary Council meetings.

The matters listed in this report were presented to Councillor Briefing Sessions & Pre-Council Meetings on 14 & 21 May 2018.

Recommendation Summary

This report recommends that the information contained within it be received and noted.

2.6.7 Report on Matters Discussed at Councillor Briefing Sessions & Pre-Council Meetings - 14 & 21 May 2018 (Cont.)**Matters Presented for Discussion**

Item		Briefing Session
1	<p>Councillors and Council officers briefly discussed the following topics:</p> <ul style="list-style-type: none"> a) Reconciliation action plan artwork to be installed in Council Chamber. b) Update on Team 11 activities. c) Agenda items for the Council meeting of 14 May 2018. 	14 May 2018
2	<p><i>Shepley Oval Multi-Purpose Indoor Training Centre</i></p> <p>Councillor consideration was sought on the needs assessment, financials, management models and concept plans for the Training Centre. Councillors were presented with options regarding the commencement of a process to seek funding support for the project from external parties.</p>	21 May 2018
3	<p><i>Sports Facilities Plan 2018 – Implementation Plan Update</i></p> <p>Councillor consideration was sought of the findings, implementation plan and costs of the Plan. It is intended that the Plan will be considered for approval at a future Council Meeting.</p>	21 May 2018
4	<p><i>Notice of Motion No. 47 – City of Celebration Tag Line</i></p> <p>Councillor agreement was sought to keep ‘City of Opportunity’ as the city’s official tagline, use ‘City of Celebration’ as appropriate and gradually implement a ‘refreshed’ version of the logo without a permanent tagline attached to it. A formal report will be tabled to the 12 June 2018 Council meeting.</p>	21 May 2018
5	<p><i>Greater Dandenong Charitable Fund Options</i></p> <p>Councillor consideration was sought regarding the recommendation that the Greater Dandenong Charitable Fund not be implemented. Councillors were presented with options for the Strengthening Community Assets and Networks Approach to be developed and a report provided to Council.</p>	21 May 2018

2.6.7 Report on Matters Discussed at Councillor Briefing Sessions & Pre-Council Meetings - 14 & 21 May 2018 (Cont.)

6	Councillors and Council officers briefly discussed the following topics: a) Update on Team 11 activities. b) Alleged pollution in Dandenong Creek. c) Agenda items for the Council meeting of 28 May 2018.	21 May 2018
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Apologies

- Councillor Jim Memeti submitted an apology for the Councillor Briefing Session on 14 May 2018.
- Councillor Jim Memeti submitted an apology for the Councillor Briefing Session on 21 May 2018.
- Councillor Loi Truong did not attend the Councillor Briefing Session on 21 May 2018.

Recommendation

That the information contained in this report be received and noted.

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment

File Id:	A4800715
Responsible Officer:	Director City Planning, Design and Amenity
Attachments:	Notice of Motion No. 103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Minute No 1504 – CM 22 August 2016)

This report was deferred at the Council Meeting held on 26 March 2018 to enable further discussion and consideration by Councillors. This discussion and consideration has now occurred. The report is now being re-tabled for consideration by Councillors at the Council Meeting of 12 June 2018.

Report Summary

Council endorsed Notice of Motion (No.103) in August 2016 which requested Council officers to prepare a report in relation to the appropriateness of including mandatory height limits in the General Residential Zone (GRZ) and Residential Growth Zone (RGZ); as well as amending Schedule 2 to the GRZ.

Accordingly, an assessment has been undertaken to consider mandatory height limits in the GRZ and RGZ and the advantages and disadvantages of removing or amending the GRZ2.

Recommendation Summary

This report recommends that Council does not pursue additional mandatory height controls in the GRZ and RGZ to those currently contained within the Greater Dandenong Planning Scheme, and also does not pursue the removal or amending of the GRZ2. Instead, it is recommended that Council continue to apply the *Greater Dandenong Planning Scheme* in its current form, and in particular *Clause 22.09 Residential Development and Neighbourhood Character* policy and the *Keysborough South Stages 2 and 3 Development Plan* to achieve appropriate and strategically planned built form outcomes.

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)**Background**

At its meeting on 22 August 2016, Council resolved to adopt Amendment C182 to the Greater Dandenong Planning Scheme in the form as recommended by the Panel and forward Amendment C182 to the Minister for Planning for approval. After considerable delay, Amendment C182 was approved in part, and gazetted on 21 December 2017.

In accordance with the Panel's recommendations, Amendment C182 made minor changes to the General Residential Zone Schedule 2 (GRZ2) and did not introduce mandatory height limits to the GRZ or RGZ. As a result, Notice of Motion (No. 103) requested:

- a. a study be undertaken to examine the potential of developing appropriate strategic justification for mandatory height limits in the General Residential Zone and Residential Growth Zone and if strategic justification is considered possible, develop the justification for mandatory height limits in the General Residential Zone and/or the Residential Growth Zone; and
- b. a study be undertaken outlining the advantages and disadvantages regarding abolishing or modifying the GRZ2 that applies to residential land in Keysborough South and the Meridian Estate and replacing it with the GRZ1.

The following provides an assessment of each element of the Notice of Motion:

Mandatory Height Limits

Council originally sought to introduce mandatory height limits for both the GRZ and RGZ via Amendment C182. On 10 August 2015, the Minister for Planning authorised Council to exhibit the amendment subject to removing the proposed mandatory height limits for the RGZ and that "the heights referred to must be discretionary". Similarly, the Minister's authorisation to exhibit the amendment cautioned Council about the use of mandatory height limits in the GRZ and the need to identify "strong characteristics within a neighbourhood... to justify the mandatory height". Council adhered to the condition of authorisation in relation to the RGZ, but proceeded to exhibit mandatory height limits in the GRZ. Ultimately, the proposed mandatory height limit in the GRZ was not supported by the Planning Panel nor approved by the Minister for Planning.

Amendment VC110

On 27 March 2017, Amendment VC110 implemented the Victorian Government's response to the recommendations of the Managing Residential Development Advisory Committee. The Amendment changed the *Victoria Planning Provisions* (VPP) and all planning schemes in Victoria to improve housing capacity and choice while continuing to protect and respect the openness and character of established urban areas throughout Melbourne and Victoria. Various changes were made, including, but not limited to:

- revision of the purposes of the RGZ to better reflect its role and purpose by specifying a preferred height of up to four storeys for a dwelling or residential building; and
- introduction of a mandatory default maximum building height requirement to the GRZ of 11 metres and 3 storeys for a dwelling or residential building.

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)

As part of the changes introduced by VC110, mandatory height limits can now only be introduced in the RGZ, where the height limits proposed are higher than 13.5 metres. Council's cannot seek to introduce a mandatory height limit that is 13.5 metres or lower in the RGZ.

With regard to the GRZ, a mandatory height limit of 11 metres now applies throughout Victoria, which is 2 metres higher than the 9 metres originally sought by Council via Amendment C182. Again, Councils can now only seek to introduce a mandatory height limit that is greater than 11 metres. Councils can no longer seek to introduce a mandatory height limit that is 11 metres or less.

Given that Councils can no longer seek to reduce the mandatory height limits to less than 13.5 metres and 11 metres in the RGZ and GRZ respectively, it is not considered appropriate to pursue additional studies for further mandatory height limits, as these increase height limits would result in development that would be contrary to the revised Clause 22.09 *Residential Development and Neighbourhood Character* local policy.

Amending the General Residential Zone Schedule 2***Introduction of Schedule 2 to the General Residential Zone***

In 2013, Amendment C175 implemented the Victorian Government's reformed residential planning zones by replacing the former zones (Residential 1, 2 and 3) with the Residential Growth Zone (RGZ), General Residential Zone (GRZ) and Neighbourhood Residential Zone (NRZ).

The reformed zones enabled Council to transfer local policy requirements to schedules to the new zones. *Clause 22.09 Residential Development and Neighbourhood Character Policy* in the *Greater Dandenong Planning Scheme* previously specified the dimensions of private open space that medium to high density housing should provide. As such, the private open space requirements, (among other things) were transferred into the schedules to the new zones.

At this time, the Keysborough South and Meridian Estate areas were exempt from the policy as they were new/future development areas, and two schedules to the General Residential Zone were introduced to differentiate the applicable requirements and recognise the different vision for these new estates. Schedule 1 applies to the majority of residential land in Greater Dandenong, while Schedule 2 applies to residential land in Keysborough South and the Meridian Estate in Dandenong South. The differences between Schedule 1 and 2 are outlined further below.

Keysborough South Development Plan Overlay (DPO5) and Approved Development Plan

In 2008, Amendment C36 rezoned the Keysborough South land from Farming Zone to Residential 1 Zone and included the land in Schedule 5 to the Development Plan Overlay and Development Contributions Plan Overlay. The amendment also introduced a significant public open space requirement equivalent to 20 per cent.

Schedule 5 to the Development Plan Overlay includes a range of development principles to guide the Development Plan including the creation of "a network of wetlands, flora and fauna habitat corridors and generous areas of linked open space".

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)

In considering Amendment C36, the Planning Panel concluded that “

land ownership in the C36 area is fragmented and the Panel recognises the challenge this has presented to achieve a planning framework with broad acceptance. The achievement of a ‘Green Vision’ for the locality has underpinned strategic planning support for urban conversion of the land and the associated rezoning to Residential 1. The framework proposed □ particularly the integrated approach to drainage, public open space provision and protection of native vegetation □ will implement that ‘Green Vision’. It is noted that it is the public realm that has the primary role in realising the vision for the locality and planning policy would support more intensive forms of development in private space within that green environment

”. In other words, the Panel determined that given the generous extent of public open space provision the area was able to accommodate a range of housing types and sizes.

The *Keysborough South Development Plan Stages 2 and 3* was subsequently prepared and approved in 2009, based on various development principles and objectives including:

- To establish or contribute to a sense of place and local identity, and to develop and enhance neighbourhood character.
- To provide, where market demand exists, a diverse range of housing types to accommodate a variety of household types and sizes, now and into the future.
- To establish residential development patterns which support the viability of local activity centres, community facilities and public transport and services.

Moreover, the Development Plan provides a clear expectation to the market as to the type of housing to be expected by recognising that due to substantial areas of public open space there was an opportunity for a variety of lot sizes that allow for medium density, terrace/cottage type densities as well as conventional density housing.

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)*Difference between Schedule 1 and Schedule 2 to the General Residential Zone (GRZ)*

The difference between Schedule 1 and Schedule 2 to the GRZ is limited to the private open space requirements, such that as a result of the changes implemented via Amendment C182, residential developments should now provide:

<i>One dwelling on a lot requiring a planning permit (A17)</i>	<i>GRZ1</i>	<i>GRZ2</i>
Minimum area of Private open space	80sqm or 20% of lot but not less than 40sqm	80sqm or 20% of lot but not less than 40sqm
Minimum area secluded Private open space	25sqm	25sqm
Minimum dimension of Private open space	5m	3m
	<i>GRZ1</i>	<i>GRZ2</i>
Minimum area of Private open space	50sqm	40sqm
Minimum area secluded Private open space	30sqm	25sqm
Minimum dimension of Private open space	5m	5m

It should be noted that all developments within both the GRZ1 and GRZ2 which propose to provide balconies as private open space, are now required to provide bigger balconies with a minimum area of 10 square metres (increased from 8 square metres) and minimum width of 2 metres (increased from 1.6 metres).

As shown above, new dwellings in the GRZ2 area generally need to provide less private open space as a consequence of benefitting from significant public open space provision as by the Panel in reviewing Amendment C36.

It is estimated that approximately 6.5ha of vacant land in Keysborough South is without a current planning permit. This represents 2.65 per cent of the initial 245.166ha development.

With regard to the Meridian Estate, this area was master planned by VicUrban (the predecessor to Places Victoria) to incorporate a mixture of lot shapes and sizes to meet a range of future housing needs. The estate includes 1.7 hectares of open space, constituting 9.4% of the total site, including informal public open spaces and linkages to the Dandenong Creek open space corridor.

As with Keysborough South, the substantial public open space areas enabled the mix of dwelling types and sizes, while still ensuring residents have access to considerable open space areas.

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)

As such, given the original strategically strong justification for the private open space area requirements currently existing, and the substantial areas of public open space in both areas, it is not considered that Council could reasonably justify or develop an alternative strategic position. Therefore, it is not deemed appropriate or necessary to revise the planning provisions which apply to this area.

Proposal

It is proposed that no further strategic work regarding mandatory height limits in the RGZ and GRZ be undertaken at this time given the current format of the Victorian Planning Provisions, and in particular the changes introduced by Planning Scheme Amendment VC110. It is also proposed that the GRZ2 not be deleted or amended given the strategically sound justification originally utilised for its creation.

Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

Community Plan 'Imagine 2030'Place

- *Sense of Place* – One city many neighbourhoods
- *Appearance of Places* – Places and buildings

Opportunity

- *Leadership by the Council* – The leading Council

Council Plan 2017-2021

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

Place

- A healthy, liveable and sustainable city
- A city planned for the future

The strategies and plans that contribute to these outcomes are as follows:

- *Greater Dandenong Planning Scheme*
- *Greater Dandenong Housing Strategy 2014-2024*

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)

Victorian Charter of Human Rights and Responsibilities

The Victorian Charter of Human Rights and Responsibilities has been considered in the preparation of this report but is not relevant to its contents.

Financial Implications

There are no financial implications associated with this report.

Consultation

No consultation was undertaken in relation to this report.

Conclusion

In conclusion, it is recommended that Council does not pursue additional mandatory controls in the GRZ and RGZ to those currently contained within the Greater Dandenong Planning Scheme, and also does not pursue the removal or amending of the GRZ2. Instead, it is recommended that Council continue to apply the *Greater Dandenong Planning Scheme* in its current form, and in particular *Clause 22.09 Residential Development and Neighbourhood Character* policy and the *Keysborough South Stages 2 and 3 Development Plan* to achieve appropriate and strategically planned built form outcomes.

Recommendation

That Council:

1. **does not pursue additional mandatory controls in the General Residential Zone and Residential Growth Zone;**
2. **does not pursue the removal or amending of the General Residential Zone Schedule 2; and**
3. **continues to apply the *Greater Dandenong Planning Scheme* in its current form, and in particular *Clause 22.09 Residential Development and Neighbourhood Character* policy and the *Keysborough South Stages 2 and 3 Development Plan* to achieve appropriate and strategically planned built form outcomes.**

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)

OTHER

**RESPONSE TO NOTICE OF MOTION NO. 103 – FURTHER STRATEGIC
WORK FOLLOWING ON FROM THE C182 PLANNING SCHEME
AMENDMENT**

ATTACHMENT 1

**NOTICE OF MOTION NO. 103 – FURTHER
STRATEGIC WORK FOLLOWING ON FROM
THE C182 PLANNING SCHEME AMENDMENT
(MINUTE NO. 1504 – CM AUGUST 2016)**

PAGES 4 (including cover)

If the details of the attachment are unclear please contact Governance on 8571 5235.

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)

City of Greater Dandenong

ORDINARY COUNCIL MEETING MINUTES

MONDAY, 22 AUGUST 2016

3 NOTICES OF MOTION

A notice of motion is a notice setting out the text of a motion proposed to be moved at the next relevant meeting. It must be in writing, signed by a Councillor, and be lodged with the Chief Executive Officer in sufficient time for him or her to give each Councillor at least 72 hours notice of such notice.

The guidelines for submitting a notice of motion to a Council meeting are included in the current Meeting Procedure Local Law.

3.1 Notice of Motion No. 103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment

Author:

Cr Matthew Kirwan

Preamble

The C182 Planning Panel Report prepared by Planning Panels Victoria stated that mandatory height limits were not supported in either the General Residential Zone and Residential Growth Zone due to lack of strategic justification being provided by Greater Dandenong Council. Mandatory height limits has been the Council preferred position as it would give certainty to residents, developers and Council planning officers alike and would prevent local policy being overruled by VCAT. For example without mandatory height limits, local policy that in a Residential Growth Zone up to four storey apartments be allowed on major roads but that three storeys be the limit for residential streets can be challenged at VCAT. Similarly in the General Residential Zone there is a risk that there will be three storey townhouse developments proposed. The urgency of Council developing a strategic justification is to prevent these larger amounts of storeys being permitted in inappropriate locations.

Also, the C182 Planning Scheme Amendment did not consider the rising concern among residents in the new estates of Keysborough regarding particularly dense townhouse developments. The new estates of Keysborough are in the General Residential Zone Schedule 2. C182 makes changes to the General Residential Zone – Schedule 1 that due to an increase in the open space provision would result in less dense townhouses as a generalisation. These changes to Schedule 1 were not made to Schedule 2. The following motion asks that either abolishing or modifying Schedule 2 of the General Residential Zone be explored to achieve less dense townhouses in this area.

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)

City of Greater Dandenong

ORDINARY COUNCIL MEETING MINUTES

MONDAY, 22 AUGUST 2016

3.1 Notice of Motion No. 103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)

Motion

That:

1. Council considers an allocation in the 2017/18 budget for further work in relation to the following:
 - a) a study being undertaken to examine the potential of developing appropriate strategic justification for mandatory height limits in the General Residential Zone and Residential Growth Zone and if strategic justification is considered possible, develop the justification for mandatory height limits in the General Residential Zone and/or the Residential Growth Zone; and
 - b) a study being undertaken outlining the advantages and disadvantages regarding abolishing or modifying the GRZ2 zone used for the new estates of Keysborough and the Meridian Estate and replacing it with the GRZ1 zone and if strategic justification is considered possible undertake relevant work required to abolish or modify the GRZ2;
2. if the above work proceeds, report to Council with officer recommendations before April 2018 in time for consideration of any potential Planning Scheme Amendments resulting from these studies to be potentially funded in the 2018/19 draft budget if they are agreed justified and worthwhile by Council.

MINUTE 1504

Moved by: Cr Matthew Kirwan

Seconded by: Cr Jim Memeti

That:

1. Council considers an allocation in the 2017/18 budget for further work in relation to the following:
 - a) a study being undertaken to examine the potential of developing appropriate strategic justification for mandatory height limits in the General Residential Zone and Residential Growth Zone and if strategic justification is considered possible, develop the justification for mandatory height limits in the General Residential Zone and/or the Residential Growth Zone; and
 - b) a study being undertaken outlining the advantages and disadvantages regarding abolishing or modifying the GRZ2 zone used for the new estates of Keysborough and the Meridian Estate and replacing it with the GRZ1 zone and if strategic justification is considered possible undertake relevant work required to abolish or modify the GRZ2;

2.6.8 Response to Notice of Motion No.103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)

City of Greater Dandenong

ORDINARY COUNCIL MEETING MINUTES

MONDAY, 22 AUGUST 2016

3.1 Notice of Motion No. 103 - Further Strategic Work Following on from the C182 Planning Scheme Amendment (Cont.)

2. if the above work proceeds, report to Council with officer recommendations before April 2018 in time for consideration of any potential Planning Scheme Amendments resulting from these studies to be potentially funded in the 2018/19 draft budget if they are agreed justified and worthwhile by Council.

CARRIED

2.6.9 Dandenong RSL - Gaming Application

File Id: A108894

Responsible Officer:

Director Community Services

Attachments:

Report Summary

Correspondence received on 18 May 2018 informed Council that the Dandenong RSL is applying to the Victorian Commission for Gambling and Liquor Regulation (VCGLR) for approval of the installation of 11 additional electronic gambling machines (EGMs).

The Dandenong RSL currently operates 63 gaming machines from its premises at the corner of Clow Street and Stud Road, Dandenong. The current density of gaming machines is large for the surrounding community which has high rates of EGM gambling losses and social and economic disadvantage. The club is also situated in close proximity to a major shopping centre and a variety of welfare, health, family and youth agencies.

This application conflicts with Council's Electronic Gaming Policy 2014 which discourages the addition of gambling machines in such localities.

Recommendation Summary

The report recommends that: Council oppose the application by formal written submission to the VCGLR, give testimony at a hearing of the Commission to consider the application, and engage legal counsel to support this process.

2.6.9 Dandenong RSL - Gaming Application (Cont.)

Background

Context and social impacts of gambling

Fifteen hotels and clubs in Greater Dandenong operate 956 EGMs across the municipality. The density of EGMs in Greater Dandenong is 7.7 per 1,000 adults, the second highest level in Melbourne.

In 2016/17, \$118 million was lost to these EGMs – equivalent to \$937 per adult and the highest rate of EGM losses in Victoria.

Since their introduction to Victoria, over \$3.5 billion has been lost to EGMs in Greater Dandenong, equivalent to nearly \$60,000 for every household in this community. In 2016/17, losses incurred by residents who gamble on EGMs were equivalent to 22% of their income.

The impact of these losses is aggravated by the fact that Greater Dandenong has the lowest income levels, highest rate of unemployment, and highest prevalence of limited English fluency in Melbourne. Reflecting these and other conditions, Greater Dandenong is ranked as the second most disadvantaged local government in Victoria in the Commonwealth SEIFA Index of Relative Socio-economic Disadvantage.

Such levels of local gambling expenditure, coupled with social and economic disadvantage, make gambling harms an issue of long-standing concern for Council and for this community.

As many as 4,000 residents are severely harmed by gambling. For others on low or fixed incomes, even the regular loss of relatively small amounts may have a substantial impact upon their family's standard of living.

Gambling harms include: poverty, depression, family conflict and violence, alcohol and drug abuse, crime and homelessness. Such adverse impacts of gambling are widely documented in research and have been extensively reported to Council by welfare and community agencies in Greater Dandenong.

Employment generated by gambling is offset by job losses in other industries, as funds that would otherwise be spent on food, clothing and other goods are diverted to gambling. The Productivity Commission and Victorian Efficiency and Competition Commission have both concluded that EGM venues generate no net employment.

In response to these circumstances Council has campaigned persistently for gambling reform through its active engagement with the Alliance for Gambling Reform. This has included submissions to successive government inquiries into gambling, and by direct advocacy to State and Federal governments on behalf of its residents.

2.6.9 Dandenong RSL - Gaming Application (Cont.)**Policy implications of the proposal**

Council's Electronic Gaming Policy addresses advocacy for gambling reform and community engagement. It also guides Council decisions on gambling applications, instructing that the benefits and detriments of each be considered on a case-by-case basis. In addition, this policy stipulates that Council shall 'discourage' applications by EGM gambling venues in the following areas:

High levels of socio-economic disadvantage

The findings of the 2016 Census reveal that the area within 2.5 kilometres of the Dandenong RSL features: unemployment rates twice metropolitan levels, a rate of early school leaving 60% higher than metropolitan Melbourne, a prevalence of limited English fluency three times metropolitan levels, and incomes 30% lower than the Melbourne average. More recent figures, for mid-2017, disclose that unemployment rate in Dandenong, where the gambling venue is situated, has risen to three times the metropolitan level.

Where the density of EGMs exceeds the metropolitan average

The density of EGMs within 2.5 kilometres of the Dandenong Club is 10.3 per 1,000 adults – nearly twice the metropolitan level of 5.3.

Where the average EGM expenditure per adult is higher than metropolitan levels

Annual, average EGM gambling losses per adult, among residents living in the vicinity of the venue in 2016/17, are estimated at approximately \$1,172. This substantially exceeds the rate of losses of any Victorian municipality and is more than double the corresponding metropolitan level of \$562.

The Dandenong RSL application

Documentation submitted by the Dandenong RSL states that approval of its application would result in the expenditure of up to \$50,000 per annum to expand its welfare program and a further \$65,000 per annum to employ a welfare officer. The club has stated it will not provide these further services if it is denied approval for the additional 11 EGMs.

The Dandenong RSL also plans refurbishments to its premises to the cost of \$2.7 million, funded by the increase in gambling revenue which it expects from its additional EGMs. The club expects that a subsequent rise in patronage will enable it to employ approximately five additional EFT staff.

Proposal

It is proposed that Council oppose the Dandenong RSL application for 11 additional EGMs. This is supported by Council's policy and long-standing concern about the impact of EGM gambling applications, the conditions of acute socio-economic disadvantage, high EGM density, elevated gambling losses in the vicinity of the venue, and its proximity to shopping and various sensitive land uses.

This would entail the preparation of a formal, written submission to the VCGLR, supported by oral testimony at a hearing to decide the application.

2.6.9 Dandenong RSL - Gaming Application (Cont.)

It is further proposed that legal counsel be engaged to assist at the hearing.

Community Plan 'Imagine 2030' and Council Plan 2017-2021 – Strategic Objectives, Strategies and Plans

After consultation with the Greater Dandenong community on what kind of future they wanted to see for themselves and the City in 2030, the result was the Greater Dandenong Community Plan 'Imagine 2030'. This report is consistent with the following community visions:

Community Plan 'Imagine 2030'People

- *Pride* – Best place best people
- *Cultural Diversity* – Model multicultural community
- *Outdoor Activity and Sports* – Recreation for everyone
- *Lifecycle and Social Support* – The generations supported

Opportunity

- *Education, Learning and Information* – Knowledge
- *Leadership by the Council* – The leading Council

Council Plan 2017-2021

The Council Plan describes the kind of future the Council is working for, and how Council will do this over four years. This report is consistent with the following goals:

People

- A vibrant, connected and safe community
- A creative city that respects and embraces diversity

Place

- A healthy, liveable and sustainable city

Opportunity

- An open and effective Council

The strategies and plans that contribute to these outcomes are as follows:

- Community Wellbeing Plan 2017-2021
- Council Plan 2017-2021

2.6.9 Dandenong RSL - Gaming Application (Cont.)

Related Council Policies

- Electronic Gaming Policy 2014

Victorian Charter of Human Rights and Responsibilities

All matters relevant to the Victorian Human Rights Charter have been considered in the preparation of this report and are consistent with the standards set by the Charter.

Financial Implications

For legal representation at a hearing convened by the VCGLR.

Consultation

The community was consulted in the development of the Greater Dandenong Electronic Gaming Policy, which has guided the assessment of the application and the preparation of this report.

Conclusion

The application by the Dandenong RSL conflicts with Council policy and runs counter to its long-standing opposition to the installation of EGMs in localities of disadvantage, high existing EGM density, elevated rates of gambling losses, or close proximity to shopping centres and community facilities.

Recommendation

That Council:

1. **opposes the application for 11 electronic gambling machines by the Dandenong RSL by formal submission to the VCGLR;**
2. **provides funding for legal counsel to assist this process; and**
3. **supports its submission by giving testimony at a VCGLR hearing to consider the application.**

3 NOTICES OF MOTION

A notice of motion is a notice setting out the text of a motion proposed to be moved at the next relevant meeting. It must be in writing, signed by a Councillor, and be lodged with the Chief Executive Officer in sufficient time for him or her to give each Councillor at least 72 hours notice of such notice.

The guidelines for submitting a notice of motion to a Council meeting are included in the current Meeting Procedure Local Law.

3.1 Notice of Motion No. 55 - Local Law Amendment

File Id:

Responsible Officer:

Director City Planning, Design & Amenity

Author:

Cr Tim Dark

Preamble

The City of Greater Dandenong has many different shopping centres and with these centres come a substantial amount of trolleys. We have seen an explosion of dumped trolleys in the municipality which is costing rate payers a lot of money in recovery and reporting of dumped trolleys.

Motion

That the City of Greater Dandenong resolves to amend our local laws to ensure that all shopping centre trolleys in the City of Greater Dandenong have coin operators connected.

4 REPORTS FROM COUNCILLORS/DELEGATES AND COUNCILLORS' QUESTIONS

At each Ordinary Meeting of Council all Councillors will have the opportunity to speak for exactly four (4) minutes on any meetings, conferences or events they have recently attended.

If a Councillor chooses to speak, the name of the conference/event and the Councillor will be noted in the Minutes for that meeting. If a Councillor requires additional information on the conference/event to be listed in the Minutes, they must submit it in writing to a Member of Governance by 9am the day following the meeting.

Question time is provided to enable Councillors to address questions to the Administration. The guidelines for asking questions at a Council meeting are included in the current Meeting Procedure Local Law.

5 QUESTION TIME - PUBLIC

Question Time at Council meetings provides an opportunity for members of the public in the gallery to address questions to the councillors and/or officers of the City of Greater Dandenong.

Questions from the Gallery

1. Members of the public may submit questions from the gallery by completing a '*Ask a Question at a Council meeting*' form available at Council meetings and at www.greaterdandenong.com under Council - Council Meetings. Questions are limited to a maximum of three (3) questions per individual and a maximum of 300 words per question including the preamble.

2. Questions will be read aloud and in most cases an answer will be given on the spot. However, sometimes a councillor/officer may indicate that they require further time to research an answer. In this case the answer will be made in writing to the person who asked the question and may also appear in the Question Time Responses section at www.greaterdandenong.com under Council - Council Meetings.

3. Questions will be answered unless the Chairperson and/or Chief Executive Officer has determined that the relevant question relates to:

- personnel matters,
- the personal hardship of any resident or ratepayers,
- industrial matters,
- contractual matters,
- proposed developments,
- legal advice,
- matters affecting the security of Council property,
- any other matter which Council considers would prejudice the Council or any person,
- a matter which may disadvantage Council or any person,
- a matter in respect of which Council has no power to act,
- a question that is defamatory, indecent, abusive or objectionable in language or substance and is asked to embarrass a Councillor or Council officer,
- a question that is repetitive of a question already answered (whether at the same or an earlier meeting).

No debate or discussion of a question or an answer shall be permitted other than for the purposes of clarification.

Every question will receive a written reply, even if it is answered at the meeting.

6 URGENT BUSINESS

No business may be admitted as urgent business unless it:

1. Relates to or arises out of a matter which has arisen since distribution of the Agenda.
2. Cannot safely or conveniently be deferred until the next ordinary meeting and unless agreed to by a majority of those Councillors present at the meeting.